

PART 1 OF TWO PARTS

Sales Management

THE MAGAZINE OF
MARKETING



*if Dior
can presell design
why can't Detroit?*

Page 34

59 Bright Spots for Sales

Page 33

**Choose Your Partners
For a Promotional Marriage**
page 38



for every
\$100
of net profit...



GOA spends
\$135
for plant
improvement

As the nation grows, so grows GOA. We've spent over \$10 million in plant improvement alone during the past three years.

As traffic patterns change, sites are relocated to give you stepped-up impact. More and more, you'll notice greater individuality of panels. New triple-power hi-fluorescent lighting ex-

tends visibility. Each board is framed with the handsome Raymond Loewy-designed trim to enhance your brand image.

These are but part of the *New Look* that helps you reach more people more effectively with today's Outdoor Advertising. Call your local GOA office for the whole story.



General Outdoor Advertising Co.

515 South Loomis Street, Chicago 7, Illinois

6 easy ways to single out prospects who are **ready to buy...**

TELL YOUR SALES STORY IN

Better Homes & Gardens'

6 ENTHUSIASTICALLY-READ

IDEA ANNUALS

Talk about *selectivity*—enlist the idea-power of BH&G's Idea Annuals and you not only have six specialized home and family subjects from which to choose, you can be sure that each book is selecting an enthusiastic audience of vitally interested prospects. Add the inherent ability of ideas from BH&G to attract active, immediately-interested people, pinpoint it on a specific home and family area and you have *super-selectivity*. What a sales climate for advertising!

Still time to make this year's issue!

HOME FURNISHINGS IDEAS ANNUAL

CLOSES: July 15, 1958 • On Sale: Sept. 16, 1958 • Rate Base: 450,000

Ideas for glamourizing every room in the house . . . solutions for decorating problems on a tight or a generous budget . . . all presented with the special know-how of Better Homes & Gardens' editors. *Home Furnishings Ideas* gives advertisers a wonderful chance to reach people when they're in the mood to buy.



Closes: June 13, 1958
On Sale: August 19, 1958
Rate Base: 165,000



Closes: August 15, 1958
On Sale: October 16, 1958
Rate Base: 550,000



Closes: October 15, 1958
On Sale: December 18, 1958
Rate Base: 225,000



Closes: November 14, 1958
On Sale: January 20, 1959
Rate Base: 165,000



Closes: December 12, 1958
On Sale: February 19, 1959
Rate Base: 135,000

**MEREDITH OF DES MOINES... America's biggest publisher of
ideas for today's living and tomorrow's plans**

MOVING SOON?
get this *Free* booklet



Learn the inside story on how to save money and worry...whether you're moving your own household goods or are handling the move of company personnel and equipment. Ask your local NVL affiliate for this unusual booklet, or write Dept. C, National Van Lines, Inc., National Plaza, Broadview, Illinois. (in Chicagoland.)



AMERICA'S PIONEER NATIONWIDE MOVING COMPANY



SMALL ORCHID CORSAGE 22¢
(3" diameter. Min. Order: 200) ea

TRIPLE ORCHID CORSAGE 80¢
(5" diameter. Min. Order: 48) ea

LARGE ORCHID CORSAGE \$2.00
(7" diameter. Min. Order: 24) ea

Prepaid anywhere in the U. S. on two weeks notice. Guaranteed fresh and on time delivery by the world's largest growers of orchids.

ORCHIDS OF HAWAII, INC.
NATIONAL SALES OFFICE:

305 SEVENTH AVE., N.Y.C. 1, N. Y.
Phone: ORegon 5-6500

Sales Management

THE MAGAZINE OF MARKETING

May 2, 1958

Vol. 80, No. 9

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. Lexington 2-1760

PART I OF TWO PARTS

HIGHLIGHTS

CENTRALIZED DECENTRALIZATION

A gradual growth, healthy saleswise but weak on profits, caused Carborundum Co. to decentralize. But in this case it wasn't for the parent company to minimize its control, but rather to gain *more solid* management control. The long product line was segregated into operating divisions. A "functional staff" at HQ, to plan and advise, has resulted in increased efficiency—and record 1957 sales.

68

MARRYING FOR MONEY

Meet the "Marryin' Sam" of the business world. His name is Leonard Fellman. Over half of the promotional marriages described in this article — "Choose Your Partners" — were arranged by him. Marrying companies which have made several trips to the business altar include RCA Victor, Carnation and Schenley. Read how they marry, why they marry, and what pitfalls may interrupt their wedded bliss.

38

PLANNED PARENTHOOD—

Or: How Dictaphone Sired Little Dictet. In the early '50s, Dictaphone Corp. wanted a new product. It now has it. Dictaphone's offspring is the Dictet—and Junior is already making a name for itself; a name to make any father, and sales chief, feel mighty proud of this portable recorder.

62

59 BRIGHT SPORTS FOR SALES

In which 59 markets—out of 302 in the nation—are retail sales forecast to be higher this May than last May? Which markets will have an index of four points—which up to 21 points—above the national averages for the U.S. and Canada? Why do these markets stand out from the crowd? You'll learn "Where Business is Better—and Why?" on page

33

OFF-BEAT CONTEST BEAT SLUMP

General Outdoor Advertising Co. finds two effective "drive" themes. A Stock Exchange contest with company stock as prizes, and a "Knockout" competition in which salesmen are paired as fighters. "Knockout" embodies a clever element for the wives.

57



Audit
Bureau
of
Circulations



Associated
Business
Publications



National
Business
Publications



Magazine
Publishers
Association

SALES MANAGEMENT, with which is incorporated **PROGRESS**, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

SALES MEETINGS, Part II of **Sales Management**, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa. WA1nut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.

NEW MARKETS FOR SAME PRODUCT

That's basically the story which has top management of Q-Tips, Inc., smiling right along with retailers. Instead of diversifying into new product lines, Q-Tips found new uses for its product—cotton wrapped sticks. Result: Sales have been steadily rising at the rate of 20% a year. Here's a story of *imaginative* product development that may stir your thinking regarding *your* products.

"I TALKED ABOUT LEADERSHIP"

Just as there are dark moments in war there are uncertain ones in business. For SALES MANAGEMENT's readers, the famous paratrooper, General Ridgway, recalling some grim days of World War II and Korea, declares: "It seemed most important to plan an *attack* the moment the penetration was stopped. I don't think many others were thinking of the offensive."

CAN'T DETROIT SELL FASHION?

If you're influenced by Detroit philosophy in styling and selling your product, you may be upset by the author's challenge to auto makers' current marketing strategy. But Sage Swanson asks, "If Dior can get an Iowa dealer excited about new designs, why can't Detroit?"

CONTENTS

Design

If Dior Can Presell Design Why Can't Detroit?

General Management

Carborundum's Product-Line Setup Pays Off in New Sales Highs

Introducing New Product

A Case of Planned Parenthood: How Dictaphone Sired Little Dictet

Leadership

Attack!

Legal

More Legal Latitude on Meeting Competitive Prices?

Market Development

59 Bright Spots for Sales

Q-Tips; Out of the Nursery, Into a Grown-up Marketing World

Sales Promotion

Choose Your Partners

Stimulating Salesmen

GOA Counters Off-Season Slump With Off-Beat Contest

DEPARTMENTS AND SERVICES

Advertisers' Index	111	Sales Promotion Idea File	84
Corporate Close-up	12	Scratch Pad	46
Editorials	7	Significant Trends	17
Executive Shifts	101	They're in the News	36
Human Side	88	Today's Advertising	112
Letters	25	Tools for Selling	77
Mail Promotion	80	Worth Writing For	96

PUT YOUR MONEY WHERE THE BUYING IS!

by
Bert Ferguson
Exec. Vice-President,
WDIA



Ask any of our advertisers, "Why WDIA?" and you'll get the same answer: WDIA SELLS THE MEMPHIS NEGRO MARKET AS NO OTHER MEDIUM CAN!

92

34

Here are some facts you need to know about this big buying audience.

Largest Negro Market

WDIA, with the only 50,000 watt transmitter in this area, reaches 1,237,686 Negroes. Almost 10% of the nation's total Negro population! More than the combined Negro populations of New York plus Detroit plus Cleveland plus St. Louis . . . with overwhelming earnings of \$616,294,100 last year. A vital economic factor in Memphis, the Negro is elevating his standard of living, his income, his buying power.

High Volume Market

This Negro market spends an average of 80% of its income on consumer goods; last year bought 61.3% of the flour sold in Memphis . . . 52.7% of the hair tonic and dressing . . . 47.9% of the sugar! WDIA year-in, year-out advertisers includes:

BAYER ASPIRIN . . . BREAST O' CHICKEN TUNA . . . BRUCE WAX AND POLISH . . . COLGATE-PALM-OLIVE COMPANY . . . CONTINENTAL TRAILWAYS . . . GENERAL FOODS CORPORATION . . . GROVE LABORATORIES . . . KROGER STORES.

Negroes make up 40% of the Memphis market! And, before it buys, this big Memphis Negro market *listens*—to WDIA!

WDIA Alone Delivers It!

More than a radio station to its loyal audience, WDIA is an institution—an integral part of their daily lives. WDIA combines unmatched personal appeal, hard-hitting salesmanship and powerful coverage—to sell the largest Negro market in America!

In Memphis, the Negro listens to WDIA—then buys! Gold can't buy that kind of loyalty, but *you* can!

Write us today for facts and figures . . . success stories in your field!

*WDIA is represented nationally by
John E. Pearson Company*

**EGMONT SONDERLING, President
HAROLD WALKER, Vice-President, Sales**



BILL CASE, Manager,
Seattle-Tacoma Branch of
BLUE BELL POTATO CHIPS
(distribution: Oregon, Washington, Idaho, Montana, California)

"We never advertise in a Seattle daily without using the Tacoma News Tribune, too"

Mr. Case says, "We're close enough to the merchandising picture in the Puget Sound area to know that we must advertise in the Tacoma News Tribune on the same basis as we use the Seattle dailies. In our year-round advertising program in the Puget Sound area, we always include the Tacoma News Tribune."

TACOMA NEWS TRIBUNE

TACOMA, WASHINGTON

Circulation more than 83,000

Represented by SAWYER-FERGUSON-WALKER COMPANY, Inc.

NEW YORK • CHICAGO • PHILADELPHIA • DETROIT
ATLANTA • LOS ANGELES • SAN FRANCISCO • SEATTLE

Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760

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U. S. and Canada: \$10 a year

Foreign: \$15

ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

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Treasurer, Ralph L. Wilson

Vice-President, Sales, Randy Brown, Jr.

Senior Vice-Presidents, C. E. Lovejoy, Jr., W. E. Dunsby, R. E. Smallwood and Wm. McClenaghan

Bill Brothers Publications in MARKETING (in addition to Sales Management): Sales Meetings, Tide, Premium Practice, INDUSTRIAL: Rubber World, Plastics Technology, MERCHANDISING: Fast Food, Floor Covering Profits

and Tires, TBA-Merchandising.
Copyright, Sales Management, Inc., 1958

SALES MANAGEMENT

Sell More to Young Families

Young families are your best customers and your best source of *new* customers. You sell more to young families because they're at the one stage of life when their needs are greatest. They have new homes to furnish and equip; young children to feed, clothe and care for. Young families are *growing* families, because they're the ones in which children are being born.

How to reach this rich market of big buyers? Through Modern Romances, the romance-service magazine that's read by young marrieds. Although Modern Romances readers' median age is a young 24.6 years, 83% are married, and there

are children in 75% of all Modern Romances homes. Modern Romances offers you the greatest concentration of married women 18 to 34 of *any* magazine, with the single natural exception of Parents' Magazine, as you'll see from the chart below.

When it comes to selling young families, you just can't beat Modern Romances. Many of America's leading advertisers of food, baby, and home products schedule its advertising pages month after month, year after year, because they know it pays off. It can pay off for *your* products, too.

MARRIED WOMEN READERS 18-34

PARENTS'	68.8%
MODERN ROMANCES	64.2
TRUE CONFESSIONS	63.4
TRUE STORY	60.0
MOTION PICTURE	53.7
MODERN SCREEN	52.9
PHOTOPLAY	51.3
LIVING	46.0
REDBOOK	43.3
COSMOPOLITAN	41.0
CHARM-MADEMOISELLE	38.5
FAMILY CIRCLE	37.0
GOOD HOUSEKEEPING	33.0
LADIES' HOME JOURNAL	32.6
McCALL'S	27.1

Source: Starch Consumer Magazine Report #52

MODERN ROMANCES

The Romance-Service Magazine Selling America's Youngest Married Woman Audience

DELL PUBLISHING CO., INC., 750 THIRD AVENUE, NEW YORK 17, N. Y.

MAY 2, 1958

Respected Competitor Becomes Member of the Family!

Booth Newspapers Acquires **The Grand Rapids Herald**

On April 1, 1958, The Grand Rapids Herald, a newspaper with a distinguished record of over 74 years and West Michigan's only morning and Sunday newspaper, became the 9th Booth newspaper.

For the people of Grand Rapids and Western Michigan—and for the advertisers who sell them the hundreds of millions of dollars worth of goods and services they buy yearly—the purchase brings many benefits. It combines the facilities and the strength of the Booth organization with the Herald's cherished tradition of newspaper publishing.

Now, in Grand Rapids, there's a Booth newspaper published morning, evening and Sunday!



THE BEST OF MICHIGAN
BOOTH NEWSPAPERS

THE BAY CITY TIMES
THE SAGINAW NEWS

THE ANN ARBOR NEWS
JACKSON CITIZEN PATRIOT

THE FLINT JOURNAL
KALAMAZOO GAZETTE

THE GRAND RAPIDS PRESS
THE MUSKEGON CHRONICLE

EDITORIALS



Photo by Norfolk (Va.) Ledger-Dispatch

Shame on Selling!

Each of 18 students of the merchandising department of the College of William and Mary, Norfolk, Va., was recently given \$25 to spend in leading Norfolk stores. They were each to select and purchase an item that cost much less than \$25. And, more important, they were prepared to buy additional items that were suggested by the retail salesperson. Each was eager to spend his entire \$25.

The sad truth: "The students were able to spend only \$122.54 out of a possible \$450," says James E. Simmons, president, Hampton Roads Sales Executives Club.

The total value of items the students specified was \$77.59. Salespeople suggested additional items whose value totaled only \$44.95. So the students walked out of the stores with a total of \$327.46 unspent!

We say again: Shame on selling!

Don't Be Too Logical about Recession!

We in selling are successful over the long pull not because we "sell" people the things that they *need*. If that were true, there would be a steady demand for all *needs* and there would be no such thing as a recession or business slow-down or depression. We agree with William H. Grimes, editor, *The Wall Street Journal*, that "in the economic field people's actions are not always the result of logical reasoning. They are likely to be the result of moods and emotions. So it follows that any judgment or forecast of economic trends which fails to take into account moods and emotions is likely to be a faulty judgment . . . the recession remedies coming out of Washington are to a large extent mechanistic devices, which suppose that people will act with some logic; thus tax reduction would give them more money to spend. They will spend it. Therefore, business will be stimulated. But what if people are in a saving mood?"

Tonight you may go home and tell your wife that the orders you booked today were disappointing. She may not say anything but tomorrow night you may sit down to a meal of macaroni instead of steak or even hamburger. Food is food and we all have to have it, but even in this necessity of life we have a wide range of choices. Your wife will be responding to your mood. Just think what would

1933

25 years ago...

Printers' Ink announced a new business paper destined to make marketing history and simplify industrial product advertising by originating the whole new field of **PRODUCT INFORMATION publishing**.

1958

Today...

25 years later... finds Industrial Equipment News at its all-time high in service, influence and circulation, having reported and described the 65,260 new industrial products which have helped to give America industrial world leadership and made IEN the most actively used business paper by both buyers and sellers. Details? . . . Send for complete **MEDIA FILE**.



Thomas Publishing Company



...Affiliated with Thomas Register

BPA ... 461 Eighth Avenue, New York 1, N.Y.

Only four?



Yes,
only
four!

625,000

In Minnesota, North and South Dakota, Western Wisconsin



*New York • Los Angeles • Chicago • Philadelphia

Only **4** U.S. cities*

have newspapers with more
circulation than the
Minneapolis Sunday Tribune

Minneapolis Star and Tribune

EVENING

MORNING and SUNDAY

625,000 SUNDAY • 495,000 DAILY

JOHN COWLES, President

happen to macaroni sales if 10 million wives decided to cut out meat for a week and served only macaroni! It's hard to guess when your wife or anyone else for that matter will get into a "Spending" or "Saving" mood.

Moods change. The present one will, too. Your wife will go back to meat. Because that is what both of you want.

Packaging's Fabulous Growth

If you haven't made plans to attend the Packaging Conference and the National Packaging Exposition, both sponsored by American Management Association, at the Coliseum in New York City, May 26-30, we urge you to do so.

You will find many of your competitors there.

Packaging is now clearly recognized as a major function of the sales head. For most consumers, the package on the shelf is the initial point of contact with the product.

You don't have to be reminded how often people lump all nationally advertised brands together as "good" products, one hardly to be preferred over the other on the quality of the product alone. So the point of difference becomes the package.

So hie yourself over to the AMA packaging show to check on developments in fields other than your own—but which will in time affect yours—and take the opportunity to pick up some packaging ideas for the future.

He Had Himself A Ball!

It sounds like a testimonial for a mail order ad. A man who had never sold before, William H. McGaughey, vice-president of American Motors Corp., took himself down to Houston, Tex., a couple of weeks ago, picked up the telephone book, and, at random, called 16 people—and he sold Ramblers to three of them.

Vice-President McGaughey is no experienced salesman. In fact, these were the first three cars he had ever sold at retail!

McGaughey's purpose was simple: to demonstrate that one out of every eight homes has a potential car buyer.

News item: American Motors, which had been producing an average of 600 Ramblers a day, increased output, on April 15th, by 10%. Employment was increased by 400 people. Rambler has moved from 12th to 7th place among all car makers in 1958. During the first quarter, 41,183 Ramblers were produced, compared with 22,332 in January-March 1957.

Recessions Are Local, Too

It's a mistake to think of the present business turndown as affecting all people and all areas in exactly the same way.

We forget that the United States is a huge country and the characteristics of its major regions are quite different. A cutback on military orders will affect one part of the nation immediately, for example, but have no immediate direct effect on another.

Now turn to page 33 for a last-minute report on areas where business is four percent to 21 percent above the national average. You will get much encouragement. Remember, just as all markets are local, so are recessions!

\$6,636
is the
median income
of 1,204,117 *Elks*

A good reason for this high income figure—37% of the heads of *ELKS* Magazine households are officials and proprietors of business. In this classification of the Starch 52nd Consumer Magazine Report, the *ELKS* is far ahead of other magazines surveyed.

Furthermore, the Starch Report proves that *Elks* are a top market for every type of product and service of American industry.

Advertisers can effectively reach this market of 1,204,117 *Elks* through THE *ELKS MAGAZINE*.



MARKETING HANDBOOK

Instant answers
to hundreds of
marketing
questions . . .



The best of America's marketing methods in one reference manual. Gives proven recommendations on setting sales policy, gauging the market, building sound public relations, drawing up contracts, training and supervising salesmen. Hundreds of illustrations—charts, forms, examples.

30 sections cover: market research, distribution, industrial marketing, advertising media, packaging, pricing, etc. Paul H. Nystrom, Editor-in-chief; Albert Wesley Frey, Staff Editor. 226 lbs., 1321 pp. \$12.

Other famous *RONALD* Handbooks

ACCOUNTANTS' HANDBOOK,	
4th Ed. 6 x 9	\$15
COST ACCOUNTANTS' HANDBOOK	12
FINANCIAL HANDBOOK	
3rd Ed., Rev. Print	12
FORESTRY HANDBOOK, 6 x 9	15
MATERIALS HANDLING HANDBOOK	
6 x 9	20
PERSONNEL HANDBOOK	12
PRODUCTION HANDBOOK, 2nd Ed.	
6 x 9	16

Through bookstores or order from:

THE RONALD PRESS COMPANY
15 East 26th St., New York 10

An average of 620 firms

12,150 reprints

Nation's Business articles

You can ask creative questions

Curiosity, properly guided, is
spark that sets off new ideas

essential for a

There is an important difference between the ^{tions} of idle curiosity and what the late Albert Stein called the "driving spirit of inquiry" of the creative person. The questions asked by such a creative person are not usually asked—nor can they be answered—lightly. So in trying to build your questioning ability, keep in mind that it is something like taking setting-up exercises. If you take them half-heartedly, just now and then, little good will result. However, everyone realizes that such exercises taken for a purpose can do wonders. In the same way, the purposeful use of questions can work wonders for your imagination and your general thinking ability.

When to question

Generally speaking, there are four times when problem-solving sequence when it is important to ask questions:

When you are trying to define or uncover the problem. In business, as in medicine, symptoms can obscure the real disease.

When you are collecting information relevant to the problem.

ACTION IN BUSINESS

results when you advertise to business and industry in

Nation's Business is edited for the mature, experienced executives who own America's business and industry. Eight out of 10 subscribers own an interest in their firms. Many are corporate executives with shares of the stock. Others are owners or partners of unincorporated companies. In short, these are ownership-motivated executives!

They are motivated as only men can be who have all to gain or all to lose. These are the men who

make the big decisions. They display an active interest in every phase of the company's operations . . . its purchases, progress, people, profits, plans for the future. This ownership motivation is the distinguishing characteristic of the Nation's Business reader. It is the thing which assures your advertisement of careful reading instead of hit or miss glancing.

Our advertisers have proof of this more intense readership in the form of reader action—inquiries,

are purchasing of every week!

G.B.

These articles always have real pulling power—and that must be affecting ad readership, too.

Look at the new advertisers they've added in April:

- ✓ Beech Aircraft
- ✓ IBM electric typewriter
- ✓ U.S. Gypsum
- ✓ The Pullman Co.
- ✓ Erie Industrial

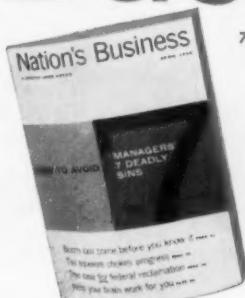
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Nation's Business

sales. They are not only reaching, but also selling business owners in manufacturing, banking, construction, transportation, wholesaling, retailing, communication. By getting more results, this factual, useful magazine of action is getting more advertisers; major advertisers who insist on action-getting media. Nothing could attest more convincingly to this "action in business" than the fact that Nation's Business advertising lineage has gone up 40% the past 2 years!



ADVERTISING HEADQUARTERS:
711 Third Ave. at 44th St., New York 17, N.Y.

EDITED FOR
OWNERSHIP-MOTIVATED
BUSINESS EXECUTIVES

780,000 PAID CIRCULATION
including 700,000 executives who have
personal subscriptions and 80,000 ex-
ecutives of business members of the
National Chamber of Commerce.

GET THIS USEFUL MARKET DATA

Survey of
Buying Plans
Conducted among
Industrial Distributors

Explores the equipment purchases and also sales methods of 2662 industrial distributors.

Motor Truck and Commercial Transport Equipment Survey



Survey conducted among 2982 customers and prospects of Mack Trucks, Inc. Useful facts on who buys what in transport field.

Investment Practices of Executives in Business and Industry



Survey conducted among 2000 Nation's Business subscribers to determine stock and bond holdings, and personal and corporate investment practices.

70,000 Times a Day

Every day in the year \$120,000,000 worth of original, non-routine purchases are made by American Industry. To locate sources of supply for this vast demand, purchasing men refer to Thomas Register 70,000 Times a Day.

TR produces consistent inquiries for consistent advertisers AT LOWEST COST!

THOMAS REGISTER

461 EIGHTH AVENUE

NEW YORK 1, NEW YORK

Telephone OXFORD 5-0500



CORPORATE CLOSE-UP

TRANE

No Recession Pull-Back

Ever gone after a market that turned out to be a mirage for some competition? That's what The Trane Co. is doing now. It's trying to grab hold of the elusive home air conditioning market—a vast potential which for many companies has turned out to be a mirage with year-end sales totals far less than the New Year's predictions.

In June and July, Trane is introducing a central-type heating and air conditioning system for homes. It's part of the La Crosse, Wis., firm's "thorough diversification" philosophy. Diversification has made Trane one of the two or three top industrial air conditioning manufacturers and has raised sales from \$13.8 million in 1946 to a record \$80.6 million last year. Here's why Trane is making the residential move now:

1. The company already manufactures the basic components—fans, coils and compressors—used in the products that serve the market.

2. It has been Trane policy to have a complete line of both heating and cooling products. Inasmuch as many of the basic components of residential equipment are already in use in other lines, this move merely represents an extension to another application.

3. Sales promotion of the residential line should increase the stature of the Trane name with the general buying public and help the sale of other product lines.

The current recession is *not* causing management to alter marketing plans. In fact, D. C. Minard, Trane president, has said that first quarter 1958 sales and earnings will be "substantially ahead" of the similar period last year. He reports Trane is doing "quite a bit of work which normally comes in our second quarter. I expect the first six months of this year will be about the same as the first six months of 1957."

"What we hope for in 1958 is to have a satisfactory year and continue our research and development work so that by 1959 and 1960 our sales and earnings will reach a new, higher plateau."

Advertising announcement ads for Trane's entry into the residential market will break this month and in June. Strong emphasis will be on dealer-contractor books to assist in the expansion of the Trane dealer network (Trane has 96 U.S. sales offices and 300 field engineers).

The company does *not* expect a strong sales surge at the outset of its drive for central-system residential air conditioning. A small penetration of "one or two percent" during 1958 "will indicate a successful launching of the product." But with less than 2% of all U.S. single family homes centrally air conditioned, the company expects to be "one of the leaders in the residential field over the long term."

Also within the next five to seven years, Trane expects it will be standard practice to provide air conditioning in the residential market. While actual cooling sales today may not be tremendously large, Trane firmly expects that the *mass* residential field *will* air condition (it is generally considered that it costs about \$1,000 to add cooling to a home already equipped with a warm air furnace).

Up until this time, Trane has concentrated on the production of engineered-type air conditioning equipment for such applications as hotels, factories, offices, theaters, schools and other big buildings. Says Minard, "There will be no let-up in our efforts in these fields."

This Week MAGAZINE

"delivers quick and lasting
sales impact
week
after week"



says **H. V. McNAMARA**
President of National Tea Co.



The National Tea Co. operates
more than 900 stores from the Canadian border
to the Gulf, and from Colorado to Ohio.

The pleasant chatter of cash registers in over 900 National Food Stores tells when an advertising medium is delivering customers.

According to Mr. McNamara: "Because of its ability to deliver quick and lasting sales impact week after week, THIS WEEK is a great vehicle for selling the nationally advertised products featured in our stores. "We know, from actual experience, the impact of advertising in your fine publication, as it is reflected, every week, in the movement of merchandise in our stores."

Top grocery men all over the country will tell you: if sales are what you want . . . you want THIS WEEK at the top of your advertising schedule.

Your advertising is read by more people in THIS WEEK Magazine than in any other publication. 12,000,000 families read THIS WEEK every week. Your advertising in THIS WEEK gets heavy newspaper coverage combined with high magazine readership . . . at a very low cost per thousand. THIS WEEK is today's most powerful selling force in print.



The most widely read National Magazine in America sharing the power and prestige of 37 great Newspapers!

Wherever executive and professional families live . . . there you'll find TIME

THIS FACT about TIME's audience is clear: it is heavily concentrated in the suburbs. In fact, TIME delivers the greatest concentration of executive and professional families available today—

families that are the country's most courted consumers, most desirable industrial customers, most fertile source of capital, and of personal and corporate good will.

The *location* of a magazine's readers is a factor that is being critically evaluated by marketing men today. A review of magazine circulations in the high income suburbs of eight of the largest cities shows that . . .

TIME delivers 39% more circulation than Newsweek and U. S. News combined...almost as much circulation as the biggest mass weeklies.

And wherever executive and professional families live, there you'll find twice as many copies of TIME as of either of the two other news weeklies.

These copies of TIME are concentrated in the hands of America's best prospects—families with a total annual income of \$27 billion, and liquid assets* of more than \$85 billion (a figure higher than the total federal budget).

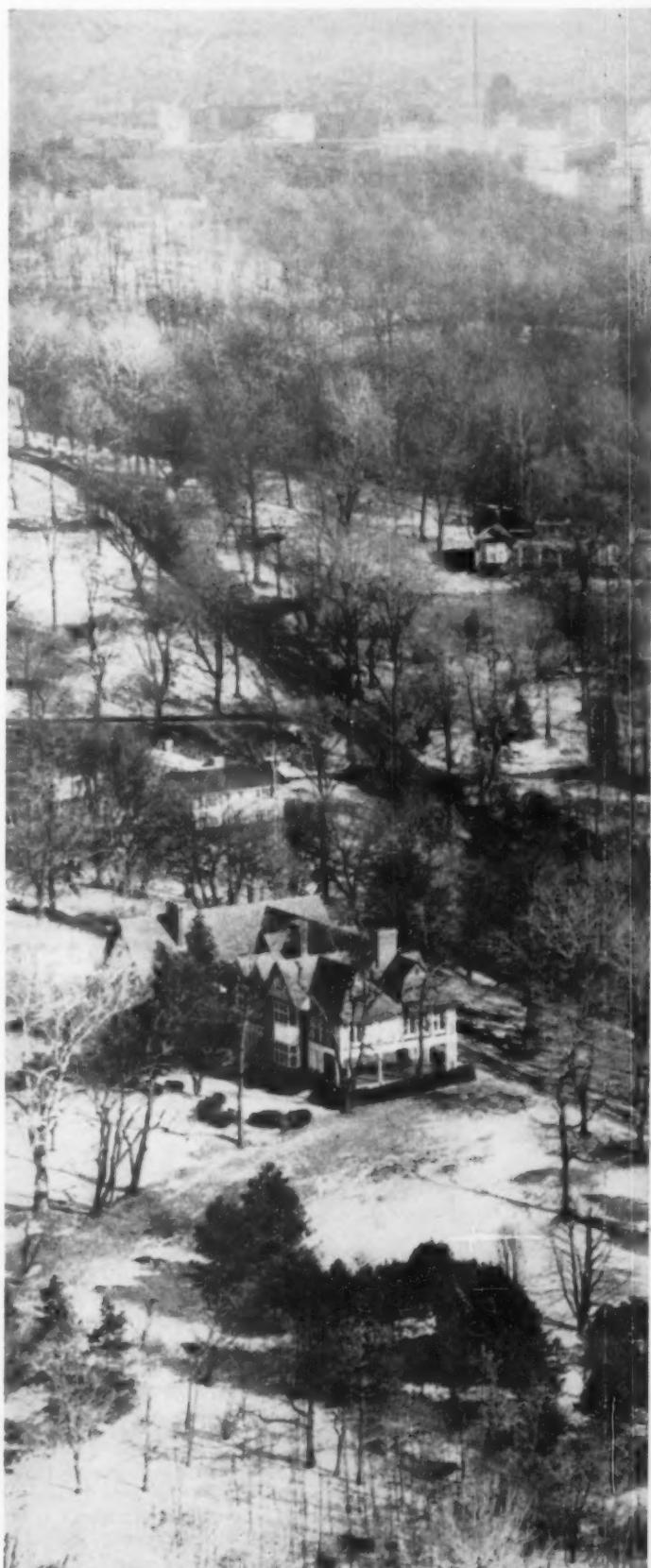
The one best way to reach the *big* concentration of best U.S. prospects, reach them efficiently and economically, is TIME—with 2,250,000 families in all the best places.

*Includes cash, checking accounts, all types of savings accounts, corporate stocks and bonds, and government bonds.

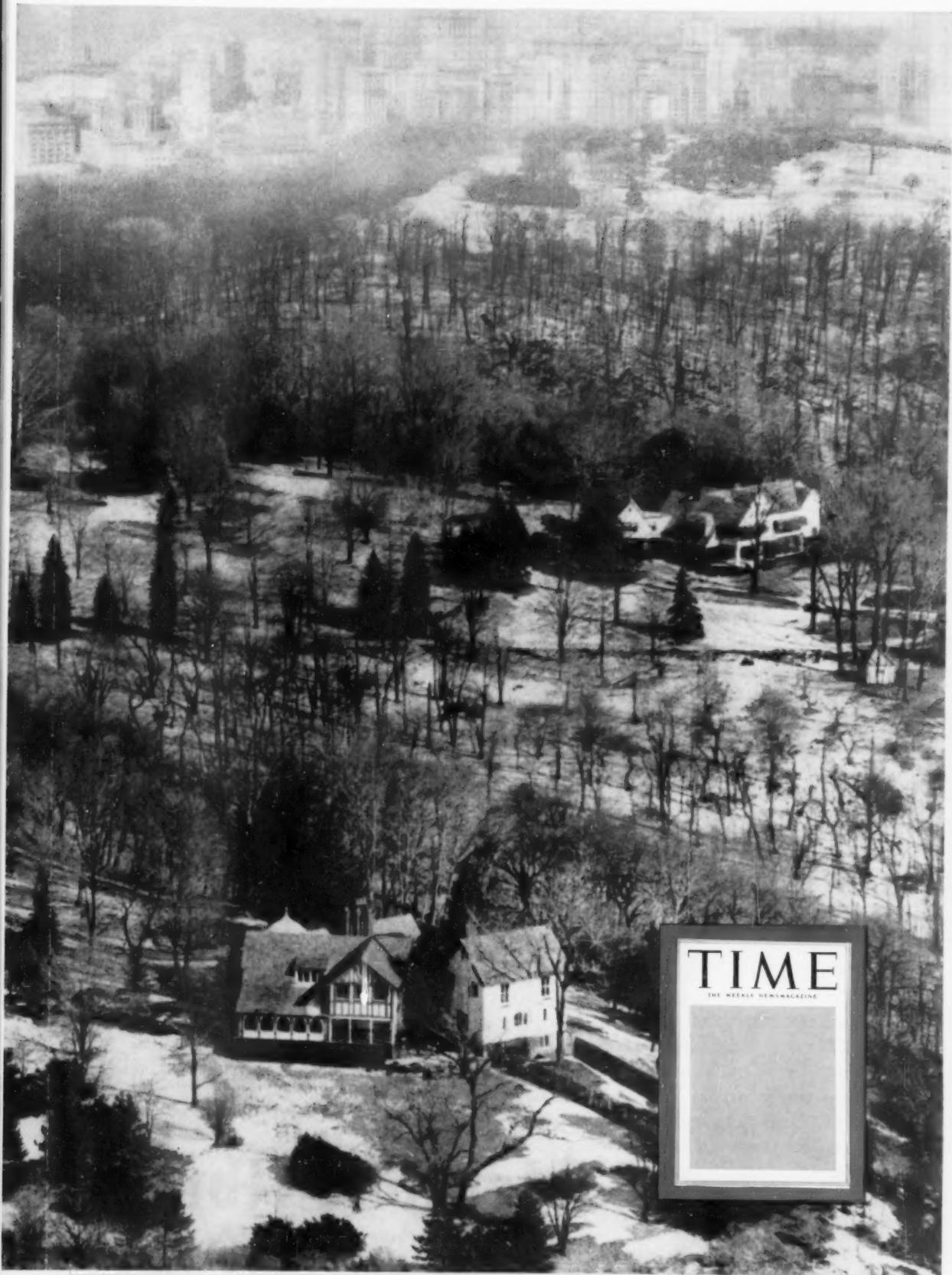
Readers of TIME's International Editions are also concentrated in similar communities such as: Epsom, London; St. Cloud, Paris; Monte Parioli, Rome; Djursholm, Stockholm; Hurlingham, Buenos Aires; Westmount, Montreal; San Angel, Mexico City; Denen Chofu, Tokyo.

TIME

The Weekly Newsmagazine



BACKGROUND: View of the Pittsburgh sky line taken from



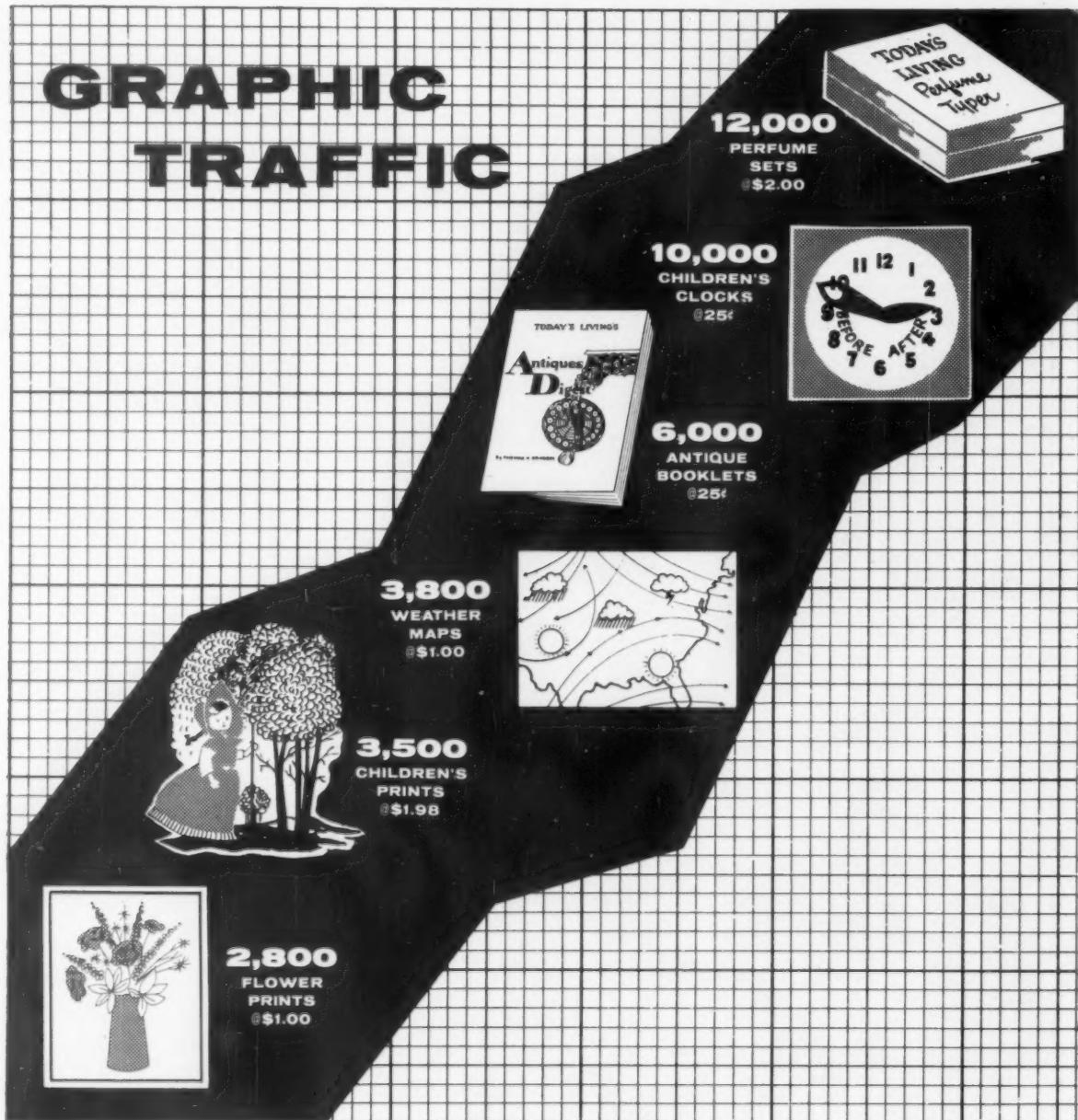
Mt. Washington.

FOREGROUND: Sewickley Heights, looking east over Quaker Road.

MAY 2, 1958



GRAPHIC TRAFFIC



These recent editorial mentions in the Herald Tribune built up \$41,530 worth of response!... first class proof that the Trib audience is most resultful. Get all the facts about the NEW Herald Tribune... discover how it delivers the top part of the New York quality market—where *quality buys quantity... at a profit!*

NEW YORK
Herald Tribune
 TODAY'S **VITAL** NEWSPAPER!

A European Edition of the Herald Tribune is published daily in Paris

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

INCENTIVE TO SPEND. There seems to be some question on whether an out-and-out tax cut would do any good toward curbing the recession. After all, numerous economists have pointed out that consumers, for the most part, are already earning more and saving more than ever before. So, it might be that they'd bank any tax saving granted by Congress. Net result would be loss of revenue to government with no spurt in business to show for it. It follows, then, that what consumers probably need more than anything is an incentive to spend—tax cut or no tax cut.

For this reason, we like the five-point plan recently submitted to the President and members of Congress by Herbert I. Segal, president of Van Norman Industries, Inc. Several of its features are different from what our own plan might be, but in effect his plan is worth noting since it represents an opportunity for marketing to sell the economy out of its slump.

Segal's plan calls for:

- (1) permitting home owners to deduct from taxable income any money spent now for home repairs (within generous limits);
- (2) offering the same to auto owners for car repairs;
- (3) granting apartment operators a chance to deduct, rather than capitalize, improvements made (up to a generous limit);
- (4) allowing machinery users to apply accelerated depreciation (96% in three years) to new equipment installed within the year.
- (5) reducing excise taxes on consumer durable goods.

None of these require financial aid from the government; nor are they dangerously inflationary. Yet, all of them would give consumers a **reason to buy NOW!** They would give opportunities to businesses, both large and small, to compete and sell

and profit. Further, government loss of revenue would be minimal, if it occurred, because the sellers, corporate and otherwise, would pay up to 52% tax on their increased earnings, and the increased rate of money circulation, in itself, would tend to increase tax revenues.

If government action is necessary to curb this recession, let us as marketing men encourage those plans that provide buying incentives today and oppose those for which we'll have to pay a high price in the future.

AN EARLY UPTURN? What are the historical odds in its favor? Lawrence Fertig, economic columnist for the Scripps-Howard newspapers and head of his own ad agency, recently made a 100-year comparison of recession durations for members of the Sales Executives Club of New York.

Our present recession, he said, really began in January, 1957. It is now 16 months old. "History records the fact that there have been 24 recessions of various kinds in the past 100 years. They have lasted anywhere from 6 months to 6 years. They have varied from the light readjustment to the block-busters of 1929 and 1873, which lasted nearly six years."

"Now it seems to me," he said, "that we must eliminate the deep depressions from our comparison . . . The current recession has none of the earmarks of the block-buster type. Thus, we would have to eliminate 4 of the 24 recessions of the past 100 years. The 20 remaining recessions lasted anywhere from 6 months to 2 years. Now, of those 20, 17 ended within 18 months of their beginning. This means that on our calendar, those 17 would have ended by June of this year. The other three reached their bottom within 2 years. And, 14 of the recessions we are talking about reached their bottom within 15 months of the time they started."

(continued on page 20)

He hangs his hat on a sky hook

Skymaster, Skyraider, Skystreak, Skyrocket, Skyknight . . . Dauntless, Havoc, Invader . . . DC-3 to DC-8 . . . they stream through Donald Douglas, Jr.'s busy weeks. Now, the giant Air Force IRBM, Thor . . .

In twenty furiously fast years, the career of Douglas Aircraft's young president has capsuled the grandaddy prop transport and today's rocket propulsion. Douglas developed the Roc 1 in the early 40's, has produced nearly 20,000 missiles of all types since — today has responsibility for the complete Thor missile system now in volume production. Why then, you might ask, should Donald Douglas, Jr. and at least 150 of his associates read a magazine such as *Business Week*, that's seldom if ever printed a logarithmic equation? Answer: because *Business Week* prints so much on the equation of business, itself . . . Wall Street and Washington, manufacturing and marketing, management and labor . . . so much more business news than any other magazine. But more than this, *Business Week* is meant for the management man who must keep up with the future . . . its function: report, interpret, point the trend. Because its enormous, all-business news-gathering facilities permit it to pinpoint the event, spot it in proper perspective, and present it fast and reliably, management men everywhere vote *Business Week* "most useful" of general-business and news magazines. Acknowledging their own best argument, they place more advertising pages in it, too. *You advertise in Business Week when you want to influence management men.*





Significant Trends (continued)

IS THE BLS BEING KIDDED? The index of wholesale prices kept by the Bureau of Labor Statistics continues to inch up month after month, despite the fact that we are supposedly in a buyer's market. The answer might be, thinks the Bureau, in the way the index is put together. It is an index primarily of list prices. And who, the Bureau wonders, pays list these days?

The Bureau chiefs are concerned. They feel that perhaps they are applying elaborate statistical techniques not to the prices at which products sell, but to the hopes, and even the pretenses, of the sellers.

So, BLS has asked for, and probably will get, an appropriation with which to investigate. It wants to discover how much people pay. BLS takes it for granted that in competitive markets hardly anybody cuts his price uniformly but, customer to customer, gives one concession here and another there. By Federal Trade Commission standards, most of these concessions may be illegal. But, whatever the FTC standard, they ought to be indexed, BLS officials believe.

This is ambitious indeed. Even when they grant them to practically everybody, companies do not broadcast secret discounts. If they did, they'd have to offer super-special discounts in addition to the ordinary special ones. Nevertheless, the Bureau is confident that, sufficiently financed by Congress, it can get price information that will be more accurate. It has obtained a virtual promise from the farm machine makers and hopes to coax other industries into telling.

More realistic reporting might affect business. It might result in readier pricing to market which, in turn, might convert more prospects into customers. That, however, is not the ambition of BLS, whose assignment is merely to report accurately. Accuracy, it concedes, would not be neutral in negotiations between salesmen and buyers.

DRUG STORES COUNTERATTACK. For several years now, grocery stores, discount houses—even department stores—have been expanding the lines of drug items they carry. This has naturally

rankled drug store operators. But, what to do about it?

Recently, the Ketchum Co., drug wholesaler to 1,600 stores, teamed with "Life" magazine to launch a two-week drug merchandising program aimed at getting drug business back in the drug store "where it belongs." The campaign ran April 14 to 28.

Ketchum is urging that the drug stores do battle with the same weapon of "open mass displays for impulse sales" used successfully by super markets. It suggested "up-front" display of 21 selected products. Eleven of these were featured in specially prepared material built around reproductions of actual "Life" ads; ten were featured by name on general display pieces. "Life" produced a ten-minute film strip for presentation to Ketchum's divisional managers describing the goals of the merchandising program. Other films are planned for upcoming promotions with other drug wholesalers.

One of the chief benefits of the program is the merchandising guidance being given to drug store proprietors to better equip them to compete with super markets—even price-wise.

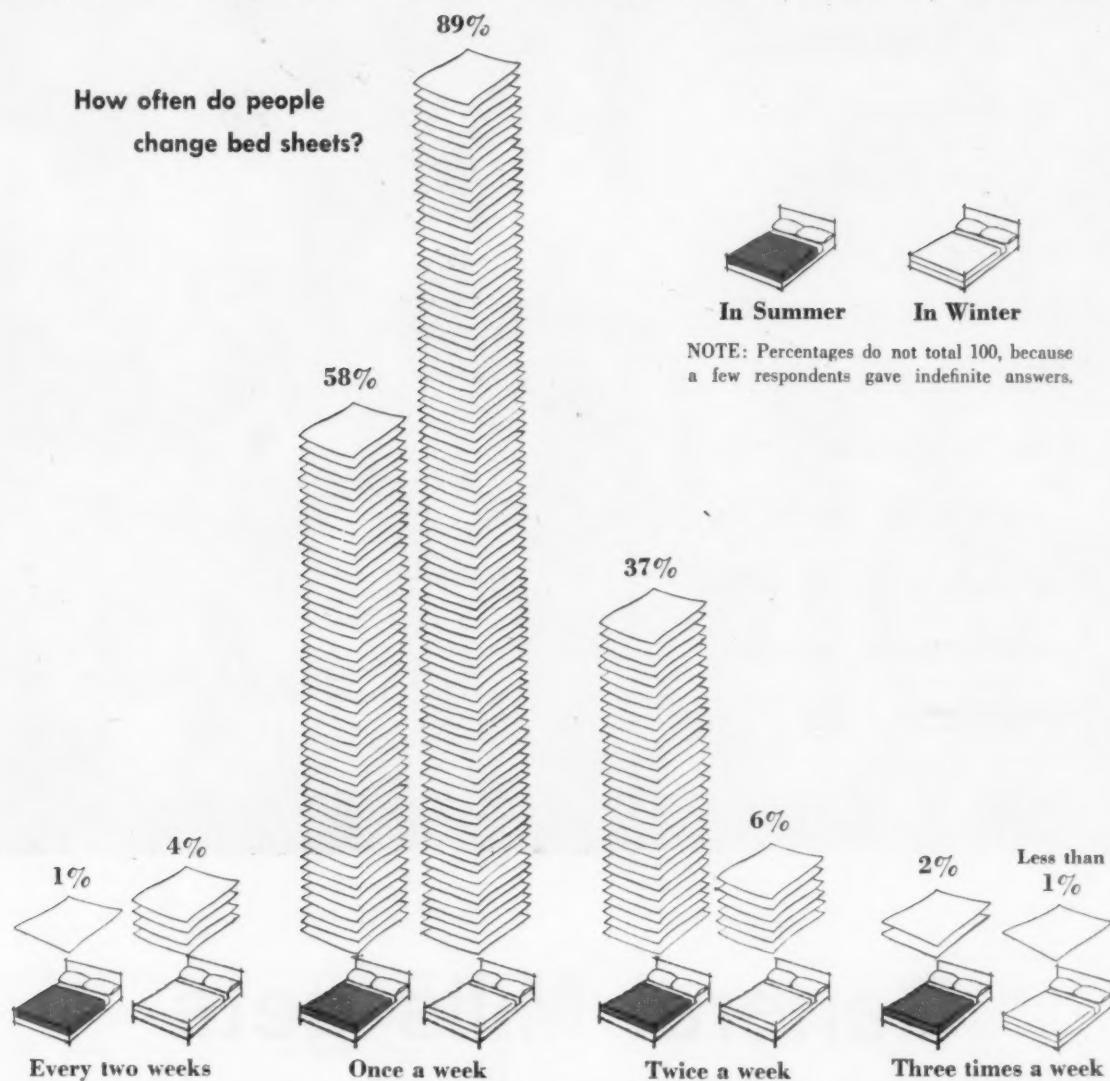
Interesting, if not Significant . . .

A chemical **tranquilizer for plants** has been developed by U. S. Rubber Co. It works to minimize the shock effects of cold snaps, heat waves, prolonged rains, and thus helps to increase plant yields . . . The 38.5 million **radios in automobiles** today exceed the total number of U. S. radio homes in 1948 . . . National **leasing plan for office furniture** has been announced by Kriloffice, Chicago. Firms can rent single desk or complete furnishings, including draperies and carpeting, with option to buy later if desired. A \$4,000 suite, for example, can be leased for \$125 monthly. Rent is tax deductible as operating expense . . . American families bought \$48 billion worth of **groceries** last year—a dollar volume increase of 20% above 1954 . . . Nine of ten prescriptions are for **drugs** that were unknown just one short year ago . . .

BED SHEETS

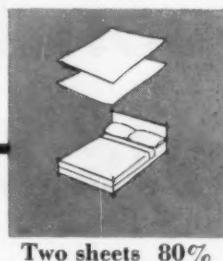
MORE CHANGES . . . MORE WEAR . . . MORE PURCHASES

How often do people
change bed sheets?

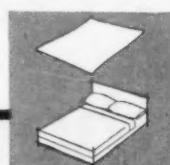


NOTE: Percentages do not total 100, because
a few respondents gave indefinite answers.

How many sheets are
changed at a time?



Two sheets 80%



One sheet 18%

Source: Based on McCall's Panel of Homemakers survey, Summer 1956. For further details, contact your local McCall's representative or write to Dept. S, McCall's, 230 Park Avenue, New York 17, N. Y.

© 1958 McCall Corp.

MAY 2, 1958

a Marketing Service from

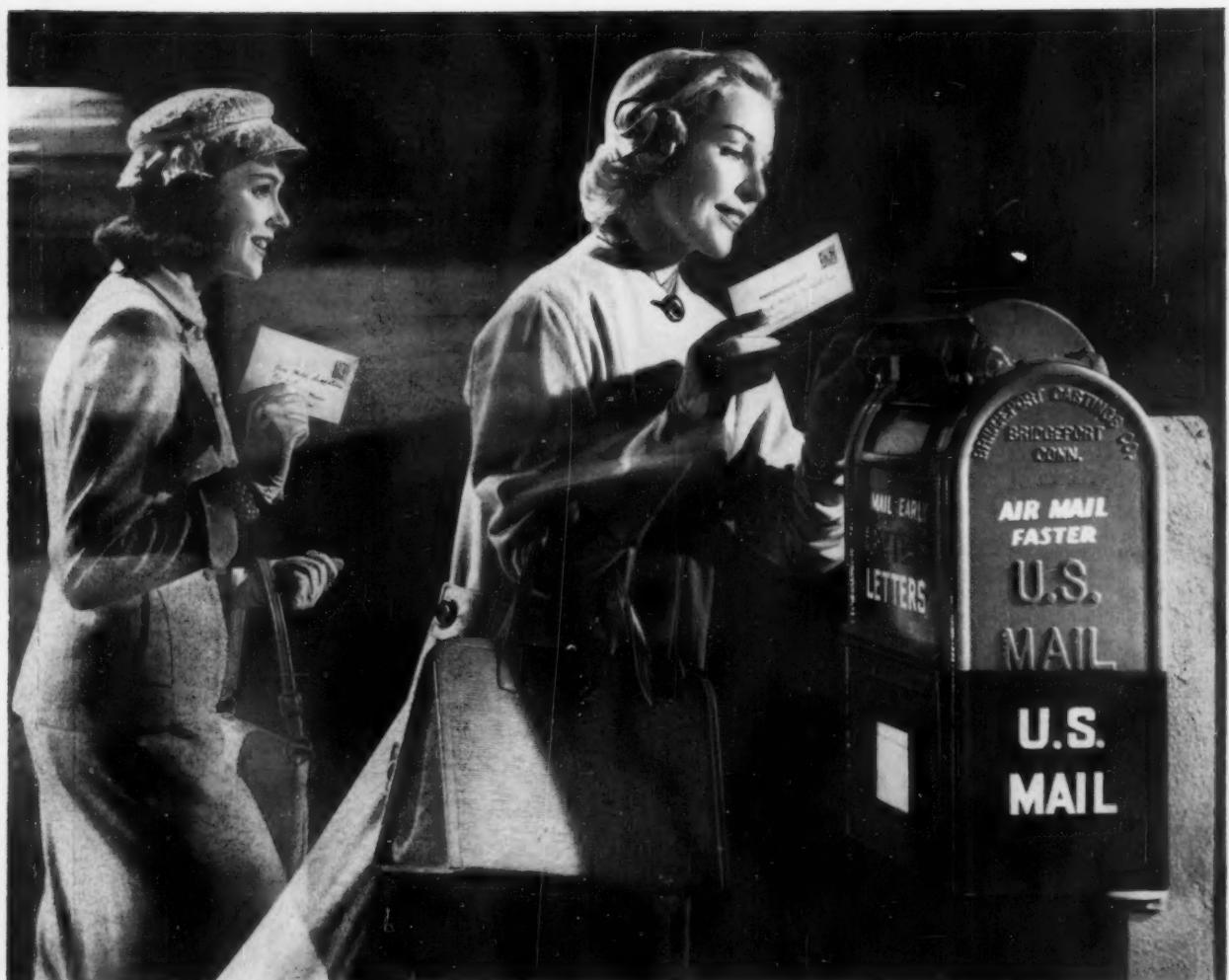
McCall's

the magazine of Togetherness

To enter the
"Gold Medal Flour
Sweepstakes"
contest, women
had to: read entire
ad, answer six
baking questions,
use post card
(no coupon in ad)
and include name
of grocer, still ...



**General Mills gets
hundreds upon hundreds
of thousands of cards
from a page in the Post!**



We cannot tell you the exact, staggering total. General Mills' policies do not permit it. But we have been authorized to report that entries numbered hundreds and hundreds of thousands. It is one of the greatest returns in all General Mills' history. Further proof that POST-INFLUENTIALS mean business for Post advertisers.

ASK GENERAL MILLS ABOUT THE POST. "The Post proves again that advertisers sell an idea, a brand name and a product best — when they sell to POST-INFLUENTIALS. The Post gets more action because it reaches these INFLUENTIALS. For they are the kind of people who like to entertain, who buy and talk to friends and neighbors about the products they see advertised in its pages. That's why our Gold Medal Kitchen-Tested Flour advertising dollars work hard in the Post — and why we use the Post to stir up sales action for our grocers."

K. E. Steele
Advertising Manager for Family Flour

The Saturday Evening
POST
A CURTIS MAGAZINE

Sell the POST  INFLUENTIALS
—they tell the others!



Behind Mr. Beiderwell, workmen use his reel in building a river levee. The reel holds and dispenses a spool of wire.

First telephone call to out-of-town prospect nets \$200

"The first time we tried telephoning an out-of-town prospect we earned a net profit of \$200," says G. E. Beiderwell, president of Ideal Reel Company, Paducah, Kentucky.

"That one call started us calling all our customers, from coast to coast. We don't make a sale on every call—but we do in most cases and it's very profitable business. About 70 per cent of our business now is done by telephone."

* * *

If you're not already selling your product by telephone, why not start right now? It's easy, personal, low in cost. And it gets results.

LONG DISTANCE RATES ARE LOW

Daytime Station-to-Station Calls

<i>For example:</i>	<i>First 3 Minutes</i>	<i>Each Added Minute</i>
Pittsburgh to Akron	55¢	15¢
Buffalo to Detroit	85¢	25¢
Dallas to Tulsa	85¢	25¢
Paducah, Ky., to Cleveland	\$1.25	35¢
Los Angeles to Minneapolis	\$2.95	55¢

Add the 10% Federal Excise Tax



BELL TELEPHONE SYSTEM

Call by Number. It's Twice as Fast.

LETTERS TO THE EDITORS

new england's greener pastures

EDITOR, SALES MANAGEMENT:

... In the pictograph on page 37 of your March 21 issue [“What Pay for New College Grads?”], we were particularly interested to note that the high starting salary for 1958 for salesmen was \$435.

Our company is interested in attracting more top men into the sales field. Publishing such figures as these would, in our opinion, tend to discourage good people from coming into selling organizations. We would prefer to see your publication show such starting figures as we have here at Chesterton's. Our starting salary is \$600 per month, plus commissions. We provide a new automobile and pay substantial travel allowance.

These sales opportunities are open to all college graduates in the New England area. The positions, of course, might be any place in the U.S.

R. T. McDermott

Sales Manager
A. W. Chesterton Co.
Everett, Mass.

effective in a good cause

EDITOR, SALES MANAGEMENT:

We have been aware of the fine support your publications have been giving the Hoover Reports. You are doing some very effective work for a good cause and your organization (Bill Brothers) is to be congratulated.

Earl B. Steele

Manager
News and Information Dept.
Chamber of Commerce of the U. S.
Washington, D. C.

who's on first?

EDITOR, SALES MANAGEMENT:

Your article, “TV is Colt's Best Sales Gun,” was very interesting. [March 21, p. 56] However, I thought you'd like to know that Ruger is first in the single-action revolver field. Actually, contrary to your implication that “the shoot-em-up boys” led Colt to get into production on a .22 caliber single-action revolver, I believe you will find that the real reason was the tremendous popularity and great sales of the “Single-Six” (a Ruger trade name).

Incidentally, the quality of Ruger firearms is the accepted measure in the gun industry. Moreover, we continue to work against a backlog of

orders and, in spite of the fact that we are working on two shifts, we are about to break ground for a new factory.

Ruger, not Colt, is the leader today.

E. P. Nolan

Sales Manager
Sturm, Ruger & Co., Inc.
Southport, Conn.

► Mr. Nolan declines to reveal his exact sales figures and Colt's are not available. So let them shoot it out between themselves.

a billion it is

EDITOR, SALES MANAGEMENT:

For shame! In your April 4 issue, in Mike Hughes column [“Today's Advertising,” p. 128], you put Direct Mail volume at \$1.7 million, up 4%.

Perhaps it was a typographical error—or perhaps you really think that Direct Mail only does \$1.7 million a year. I'd like to point out to you that it should have been \$1.7 billion. In fact, for the first three months of 1958, Direct Mail advertising volume is reported at \$320,976,000—up one and a half million from the first quarter of 1957.

... In this period of “so-called recession” Direct mail is *up*, contrary to the general advertising trend. It's up because it's effective, and it's big.

H. Carlisle Estes

Circulation Promotion Mgr.
The Conde Nast Publications, Inc.
New York, N. Y.

what slump?

EDITOR, SALES MANAGEMENT:

Maybe we're playing ostrich . . . but “What Slump?” You see, we're fortunate in having two strings to our bow. One of those strings, the Homestead Valve Div., is experiencing a leveling-off period. We're fighting it by the means that we've always fought slow sales: by extreme cost consciousness so that we may meet and capture our fair share of the existing market, plus an all-out campaign, helped mightily by your “Fact vs. Fancy” series, to instill real confidence in our field group. This approach is having good effect and our “leveling-off period” is proving itself to be short-lived.

The other part of our business, the Hyp pressure Jenny Steam Cleaner

(continued on page 27)

NATIONAL SALES

EXECUTIVE CONVENTION

WASHINGTON, D.C.

MAY 18 TO 21

you get

EXTRA CARE

all the way there...

on UNITED,

the Radar Line



For information and reservations,
call United or an authorized travel agent.

WPTF Raleigh-Durham the Nation's

28th

Radio Market... Nielsen #2

and

in 1958 PULSE 32-County Survey Again

FIRST

in every quarter hour with an average of 35% of the listening audience from sign-on to sign-off. Reaches as high as 56% and never less than 31%.

WPTF Reaches:

★176% MORE

listeners than a local network of eleven stations.

★424% MORE

than Station B.

★517% MORE

than Station C.

NATION'S
28th RADIO
MARKET
NIELSEN #2



WPTF

50,000 WATTS 680 KC

*NBC Affiliate for Raleigh-Durham
and Eastern North Carolina*

R. H. Mason, General Manager
Gus Youngsteadt, Sales Manager

PETERS, GRIFFIN, WOODWARD, INC.
National Representatives

LETTERS

Div., is in an enviable position during a period where layoffs and slump psychology are the rule. Since a steam cleaner is labor-saving as well as profit-making equipment, we have our greatest sales opportunities at a time when the rest of the economy is slowing down. Special effort is being made to prove to our people in the field that they have "nothing to fear, but fear itself." An intensified field campaign is being carried on to get that point across and its effect, too, is evident in our blossoming sales picture.

Fred Schuchman, Jr.

General Sales Manager
Homestead Valve Mfg. Co.
Coraopolis, Pa.

flowers for the living

EDITOR, SALES MANAGEMENT:

The wonderful people who work so hard to produce professional periodicals must often feel that their words are disappearing into a great void — because business executives rarely write mush letters to magazines.

I don't, either, but much of my progress in sales management has been due to ideas generated while reading your book and learning of the experience of other men with similar problems. I want to keep on reading SALES MANAGEMENT and hope that the generally high level of editorial material will continue.

R. H. Jacobs

Manager, Air Cleaner Sales
Minneapolis-Honeywell Regulator
Co.
Minneapolis, Minn.

EDITOR, SALES MANAGEMENT:

I must read a number of business publications, but I know of no other that performs the same service or covers the same ground as SALES MANAGEMENT. As everyone in marketing knows, sales and distribution are costly. Efficiency in marketing has not kept pace with increased efficiency in manufacturing, accounting or other phases of general business. But SALES MANAGEMENT has been, and I feel will continue to be, helpful in bringing increased efficiency to the marketing function.

Robert M. Dunn

Director of Marketing
Anso Div.
General Aniline & Film Corp.
Binghamton, N. Y.

point to

higher sales

with this

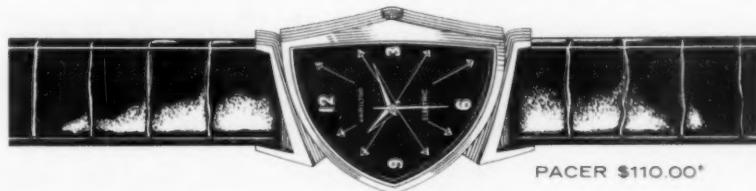
terrific

incentive...



...the world's first electric watch

by HAMILTON



Let's face it . . . it's *always* a rough year for Sales Managers. Sticky inventories, tough quotas and soft markets are familiar terms in all phases of distribution.

But you can set your sights on better sales results and *get them* . . . with exciting new Hamilton Electric Watches as the incentive.

The Hamilton Electric Watch—the first watch of its kind in the *world*—is powered by a miniature energy cell no larger than a shirt button. It has fewer parts, needs less care and is amazingly accurate. It's a prestige award people will work for . . . and it will get *results*.

Consider these advantages in your incentive plans for salesmen, distributors, jobbers and dealers. See your Hamilton jeweler, or write to Presentation Sales, Dept. SM-52, Hamilton Watch Company, Lancaster, Penna.

HAMILTON

The Preferred Award Watch

*Other Electric Watches from \$89.50 to \$200. Patents Pending



Now is the time

"The trouble with businessmen today is that they lose faith in themselves, and in the methods of management which they have always found effective, when the economic skies are foreboding. They pay too much attention to politics, and ascribe too much wisdom to politicians in these times. Awaiting magic prescriptions from government, they neglect their own enterprises. Marketing methods deteriorate for lack of enthusiasm.

"I am convinced that this is the principal reason why declines in business activity are prolonged. As soon as businessmen stop looking to government to do the entire job and get back to work themselves, the storm is over."

JAMES H. McGRAW

July, 1935



McGRAW-HILL PUBLISHING COMPANY, INC.



for all good men-

Although the late James H. McGraw, founder of the McGraw-Hill Publishing Company, spoke during a far more serious economic downturn, his statement is equally valid now. There is a more than adequate opportunity today for positive thinking and constructive action.

Here are some facts on today's economy that bear repetition:

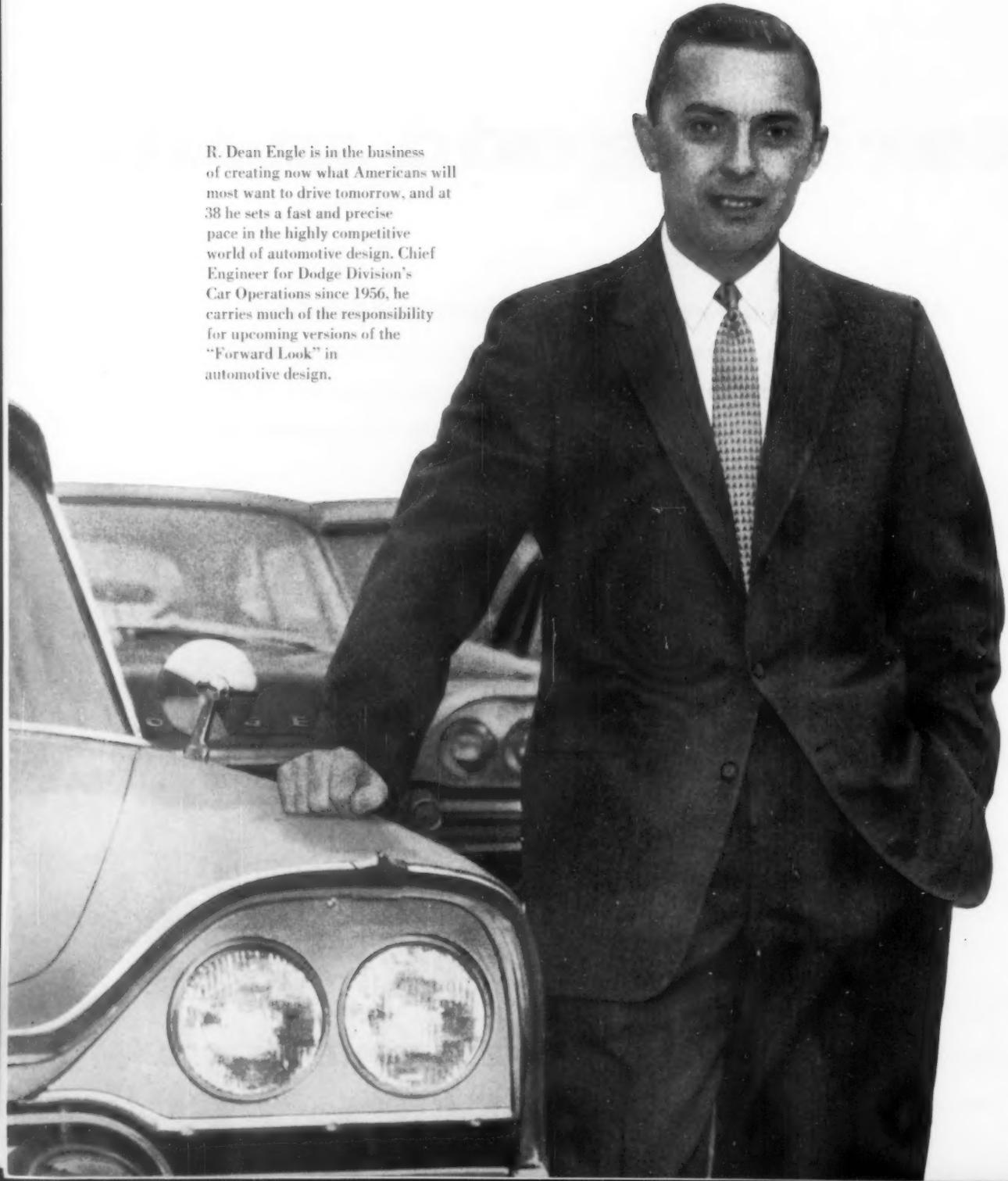
1. Liquid assets of individuals are close to \$375 billion.
2. Employment has increased by 20 million since 1939.
3. Industry is carrying out more than \$8 billion of research and development work... up 125% from 1953.
4. Capital investment per production-worker stands at a record \$16,000.
5. About \$430 billion worth of goods and services will be produced in the U. S. this year.

330 WEST 42nd STREET, NEW YORK 36, N. Y.



Time saved today

R. Dean Engle is in the business of creating now what Americans will most want to drive tomorrow, and at 38 he sets a fast and precise pace in the highly competitive world of automotive design. Chief Engineer for Dodge Division's Car Operations since 1956, he carries much of the responsibility for upcoming versions of the "Forward Look" in automotive design.



speeds tomorrow's "Forward Look"

“Today's hours are vitally important here in terms of what they contribute toward better automobiles for Americans to drive in the years ahead. Everything which helps us to apply these hours more efficiently is a must at Dodge.”

That's why the manufacturers' catalogs maintained in our offices by Sweet's are in such heavy use. Easier to find and use than any other catalogs, they often spell the difference between time lost and saved in material and component selection.”

R. Dean Engle, Chief Engineer—Car Operations
Dodge Division, Chrysler Corporation

There is no substitute, in industrial buying, for the ease and efficiency with which manufacturers' catalogs make product comparisons and selections possible. Industry's specifiers and buyers prefer catalogs to any other product-information sources, and take thousands of buying actions every day as the result of catalog use.

A basic tenet of efficient industrial marketing, therefore, is to make your catalog *as easy as possible* for specifiers and buyers to find and use. When you do, the inevitable result is more buying actions in your favor—more orders per salesman—lower costs per order—higher profits for your company.

In any or all of six basic markets (product de-

sign, plant engineering, metalworking production, general building, industrial construction, light construction) Sweet's can make your catalog easier to find and use than is possible by any other method of catalog maintenance in buyers' offices. Sweet's will classify and index your catalog, file it in bound volumes of manufacturers' catalogs that cannot be misplaced or lost, and maintain it in buyers' offices for *instant accessibility* whenever it is needed.

Any Sweet's office will give you full information about this unique marketing service—the benefits that 1,768 companies now gain from employing it—how economically it can bring new efficiency to the whole business of marketing your products.



SWEET'S CATALOG SERVICE

Division of E. W. Dodge Corporation, 119 West 40th Street, New York 18, New York. Service offices in all principal cities

Sweet's helps you market . . . the way industry wants to buy

How can you “power up” your sales effort?

IN TODAY'S marketing situation, everyone is “powering up” his selling effort. Everyone must. It's the key to moving everything from computers to canned peas.

This means “powering up” your advertising—using it more effectively than ever before. For advertising not only creates consumer demand that moves goods through all channels of distribution, it opens the way for salesmen in every area.

SOURCE OF NEW POWER

More than ever, advertising is the salesman's ally.

In almost any company, the sales calls that must be made have multiplied far faster than salesmen. There are more buyers, more dealers, more middlemen to be sold. And salesmen's sample cases bulge with new products, each requiring its added quota of calls.

Advertising is a match for the jobs that today's salesman cannot hope to do alone. Advertising saves him time, makes him more productive.

TODAY'S SELLING TEAM

Today advertising is often the *only* way—and certainly the fastest way—you can get the increased selling power you need.

When advertising is carefully conceived, it makes its calls directly and often. And it is most effective when it delivers its message in that moment of privacy the printed word assures. It does all this for a fraction of a cent a call.

When enough selling power is put behind a product by *both* salesmen and advertising, that product will find its way into customers' hands. It will grow and show a profit.

Are *your* products assured this kind of a future?

Advertising—today's vital salesman



9 ROCKEFELLER PLAZA, N.Y., N.Y.

HIGH SPOT CITIES

Sales Management

MAY 2, 1958

59 BRIGHT SPOTS FOR SALES

In these cities retail sales in May, 1958 will show gains of 1% or more over May, 1957. SALES MANAGEMENT, in its High Spot Cities forecasts that for retailing as a whole, sales will drop 3% in May over May last year. So a city which shows a 1% gain is considered to be above average by 4%, and SALES MANAGEMENT gives it an index in this table of 104. The indexes, therefore, indicate the extent to which local retailing is above par—the range being from 4 to 21.4 in these 59 cities.

	City Nat'l Index 1958 vs. 1957	KANSAS Topeka Wichita	104.4 107.0	PENNSYLVANIA Norristown	109.4
UNITED STATES		KENTUCKY Lexington	104.6	RHODE ISLAND Providence	104.5
ALABAMA		LOUISIANA Baton Rouge Lake Charles	112.5 106.4	SOUTH CAROLINA Charleston Greenville	104.7 107.1
Florence-Sheffield-Tuscumbia	113.8	MAINE Lewiston-Auburn	105.5	SOUTH DAKOTA Rapid City Sioux Falls	106.2 109.7
ARIZONA	107.3	MISSOURI Springfield	106.3	TEXAS Abilene Austin Beaumont El Paso Laredo Port Arthur	112.1 104.8 105.3 108.5 107.1 110.1
ARKANSAS		MONTANA Billings	104.2	VIRGINIA Roanoke	106.0
Little Rock-North Little Rock	105.0	NEBRASKA Omaha	104.2	WASHINGTON Yakima	104.4
CALIFORNIA		NEW JERSEY Trenton	108.9	WISCONSIN Madison	104.2
Los Angeles	105.3	NEW MEXICO Albuquerque	114.0	WYOMING Casper Cheyenne	108.3 110.8
Oakland	104.2	NEW YORK Hempstead Township	104.5		
Sacramento	104.9	New York	108.9		
Santa Barbara	109.0	Rochester	105.2		
Ventura	110.9	Troy	104.6		
COLORADO		NORTH CAROLINA Greensboro	104.2	CANADA BRITISH COLUMBIA Victoria	121.4
Denver	108.1	NORTH DAKOTA Fargo	106.6	NEW BRUNSWICK Saint John	110.2
Pueblo	104.8	OHIO Columbus	106.2	SASKATCHEWAN Regina	106.4
CONNECTICUT		OKLAHOMA Muskogee	104.6		
New London	107.5	OREGON Salem	112.2		
FLORIDA					
Jacksonville	108.8				
Miami	105.6				
Orlando	105.0				
St. Petersburg	104.4				
Tampa	107.9				
IDAHO					
Boise	106.8				
IOWA					
Des Moines	107.3				
Sioux City	113.4				

Where Business Is Better—and Why

Just as markets are local, so is the recession.

This month, 59 cities in the United States and Canada will go *against* the national trend. In its High Spot Cities, SALES MANAGEMENT forecasts that these 59 markets will increase retail sales from 1% to 17% over May, 1957.

By telegram and telephone, leaders

in key cities told SALES MANAGEMENT editors "why."

Among the reasons: special sales campaigns, increased government defense spending, construction, and good farm and cattle prices. Also better weather. (turn to page 103 for city-by-city reports on why "Business Is Good Here!")

High Spot Cities retail sales esti-

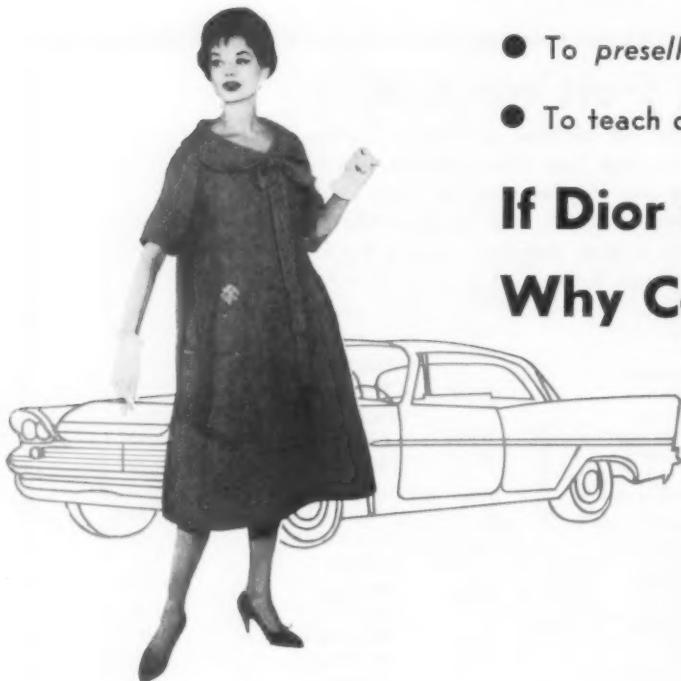
mates cover the expected dollar figure in 302 markets for all retail activity, as defined by the Bureau of the Census.

Monthly data used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales,

(continued on page 102)

Auto Makers' Marketing Challenge for '59:

- To earn style authority
- To presell tomorrow's design
- To teach dealers to sell style



If Dior Can Presell Design Why Can't Detroit?

By SAGE SWANSON

It would be difficult for those who created the automobile business to appreciate the central marketing problem facing the industry today. They did their job so well that superb and almost foolproof engineering is taken for granted. While there are engineering miracles yet to come, these are no longer the main focus of competition. That has shifted to elusive intangibles — appearance, prestige, vogue — collectively referred to as "style."

A luxury-loving public with broadly increased ability to pay is constantly demanding more and more "style." In the 20's and 30's, and even in the 40's, style was secondary to the public's estimate of the reputation of the maker for building sturdy cars and the visible promise of long life, comfort, safety and low upkeep. Before passing judgment on a new model in those days, the average buyer would insist on slamming doors, a thorough driving test, availability of spare parts and even inspection of the dealer's service facilities. But today it is not uncommon for a car to be judged by a single inspection of its body lines, even at a distance. In fact, "style" appears to be almost the only thing the dancing girls on television can reasonably ask the audience to consider.

Automen could learn much from the experience of R. S. Reynolds, Sr., who was expert at getting extra dollars from buyers for appearances sake. In converting inexpensive paper packages and labels to aluminum foil, his technique provided a lesson in selling psychology for ad men. "Let them see the better appearance," he always said. "But in selling them concentrate your talk on the technical and scientific advantages of a foil wrapped package."

Such a salesman could have sold automobiles but he would not have wasted mean-nothing words, such as "quality," "best looking," etc. On selling style or fashion he would have made sure that the visual appearance of his product, whether shown by photography, art work or otherwise, defied the copywriters' pen by making it unnecessary except in a very oblique and inferential way.

With current prices of new cars so shocking to the average wage earner, he needs plenty of rationalization, copy-wise, on the intrinsic engineering values to justify commitment. In a depressed used car market he needs reassurance that his value won't diminish quickly.

In Hollywood they had a saying— "Those who sell the picture too often lose the glint in the producer's eye."

The very idea that made the story worth doing was not used when the ad maker created the promises of entertainment which might lure the public to the box office. The ad maker too often remembered a campaign he did for a successful picture and made the ads like the old ones. But Hollywood finally learned that when his promises differed too much from the word of mouth that was naturally generated by the opening week customers, their slogan became: "Better run no ads than the ones that don't have the right appeal." To simplify, if ads promise a great love story, because love story ads have been working, they naturally preselect early audiences that go for love stories. If the picture is rock-em-sock-em high adventure with little love interest, naturally these preselected audiences stream forth from the theatres feeling gyped because it wasn't their kind of a picture and the word of mouth advertising is bad. If on the other hand, the ad makers had been content to make the right promises, more than likely from the opening day, word of mouth advertising would have balanced the gate.

Auto ad men can learn from this simple lesson, as can all ad men who

(continued on page 98)

SALES MANAGEMENT

Swanson Says:

What I Would Do if I Were Sales Chief for:

BUICK

Most difficult problem. Must renew confidence in this traditional flagship of the GM fleet. I would find a man and his family. I would talk to him and them (in all my advertising) as though there were no other readers to my messages, and I would build the confidence that has been lost. I would give my dealers exciting man-to-man explanation on film of what I was up to. I would give him the help on community relations' projects that is needed to build back the Buick dealer as a factor in the community.

CADILLAC

With cheaper dollar inroads by fancy imports and strengthening of U.S. competitors with top price lines, Cadillac, getting its play from old Buick audience, must get exciting campaign underway which denotes prestige. Don't just claim it. Overhaul ad campaign because it has had so many imitators it has lost exclusiveness.

CHEVROLET

A great car value this year. Spread reputation growing on excellent word of mouth. Fan and project this through off-beat advertising methods. Completely overhaul current ads.

CHRYSLER

Admit institutional campaign didn't click and across-the-board style campaign did. Play up tradition of this car and company bearing this name as foremost in engineered value. Manner of treatment on presentation, art work, etc., should create class. Would sell this car as though it were specially designed for a very special group of automotive fanciers.

DE SOTO

Another case of missing identity. Would appeal to the adventure, the romance and the excitement that one car is especially conceived to provide its owner. De Soto dealers have been getting good advertising support (Groucho Marx) but I would give them more believable evidence that they have something unique to sell.

DODGE

Isn't there room in Dodge ads to sell the dependability that made it great? Would believe 1958 is made to order for this reputation and would not be deterred by admen who might say this

reputation could not live with the forward look. Build up the Dodge service at dealer levels and aim to make this the best known customer advantage.

EDSEL

Button, button—where's the dealer? Urgent public need to locate him. These folks should mail the keys and do a real grass-roots job of letting the public understand that the glamor boys of '58—missile men, engineers, et al.—have discovered this really years-ahead car. Must correct impression that "this is Edsel's last year."

FORD

With the rub-off from the new Thunderbird, the Ford car should widen the gap this year. Much the best advertising among the big fellows: class with mass appeal.

IMPERIAL

Cadillac should be trembling but it isn't. Has been handled like a flashy temporary fashion. Imperial's great concept and top design deserve more imaginative presentation, different but in superlative taste. Get public relations not just publicity. Get reference from association with the most esteemed in public life who have switched to Imperial. Cartier sells in its back room. Would film Cartier's procedure. Have all who sell by word, pen or brush see and appreciate the "Imperial technique" in presentation.

LINCOLN

Someone made this the longest car in America. Someone said it won't fit most garages. This and other characteristics of the "let's sell everybody" school should be scrapped. Sell this beautiful car for its special prestige facets. Find a way to keep the fashion and high style connotations but get more value out of this "best loved" name—Abe Lincoln.

MERCURY

Fight to give this more of its own rather than just Ford family identity. I'd film actual successful and enthusiastic dealers a la Firestone. Their method is to actually film successful dealer operations. Let one dealer tell another and not with actors.

OLDSMOBILE

Increase the excellent TV advertising commercials with spot coverage. Begin tie-in of modern styling achievement with unique tradition of Olds at expense of emphasis on GM.

PACKARD

Let's try again with a sound basic design without frills that could hold loyalties and sell 50,000 per year in upper middle price range.

PLYMOUTH

The ad-talk about the forward look didn't go deep enough. In 1958, the value is very much there, but the dealer's enthusiasm isn't. Chrysler should invest in a dealer communications program. Their great dealers could tell their weaker dealers what automobile retailing is all about. I would say about Plymouth advertising: It—among the big sellers—can afford to be different.

PONTIAC

Has been good value for years but General Motors gets credit and identity not Pontiac. Aim all forms of promotion at specific young-minded active families who want racy-looking well-built cars that give value.

RAMBLER

Get something across besides 'small.'

STUDEBAKER

Loewy saved this honored independent brand name. Give this car specific promotional direction themed at style-conscious driver.

Who's Swanson?

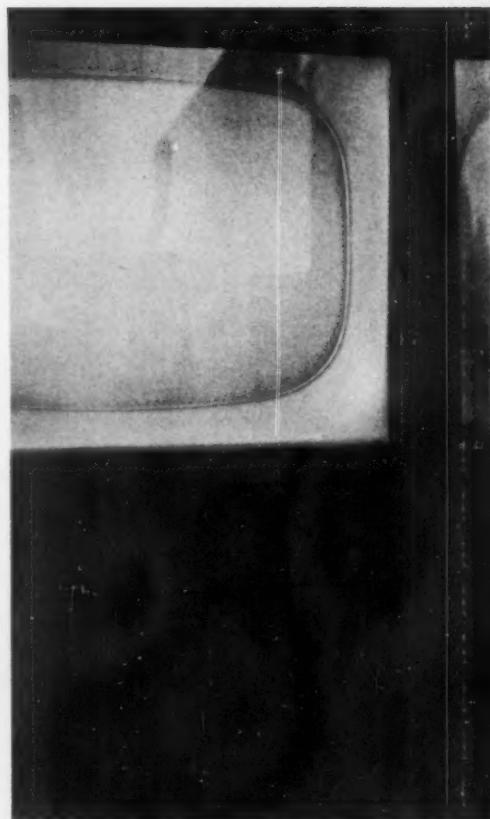
Ex-Michigander Sage Cadwell Swanson is better known on Madison Avenue as "Cal." His "hot dog man" ad for an aluminum client may be 1958's most quoted. He worked in auto plants and sold cars before he was graduated from the University of Michigan ('31). Then a dozen years with J. Walter Thompson (Lever Bros., Reynolds Metals, Shell Oil, Wrigley, Standard Brands accounts). For past ten has been counsel to clients of Swanson & Dalzell, a respected NYC marketing advisory and public relations firm.

THEY'RE IN THE NEWS

BY HARRY WOODWARD

... and two built-in TV screens

Louis G. Cowan, a reserved, low-pressure man in a garrulous, frenetic industry, is the new president of CBS Television Network. Everything about Cowan, his understated clothes, his crisp, careful way with words is stripped for action. (He's getting rid of his desk because he feels it impedes him.) But an essential in his handsome, beautifully-lit office, are the two built-in TV sets. For Cowan has grown up with the TV industry and although he's modest about it ("No program is any one man's creation") he fathered such successful shows as Quiz Kids and the \$64,000 Question . . . Cowan, a Chicagoan who graduated from The University of Chicago, got his radio-TV start doing publicity for Wayne King—"The Waltz King." His highly creative mind came to notice when he handled the Tuberculosis Institute. For the Institute he created some radio "firsts" that have been widely used since—ingenious integrations of material and live performers. Since 1955, when he gave up his own organization that produced TV shows, he's been with CBS as staff v-p—creative services. He's won two Peabody Awards, one for TV (Saturday at the Zoo), one for radio (the lustrous Conversation, with Clifton Fadiman). His wife Polly—they have four children—a creative person in her own rights, is an enormous help to him in his work. "She is," he says, "an excellent editor. It was she who invented 'Down You Go.'" The Cowans maintain a New York apartment and a 100-year-old house in Redding, Conn.





"Those Little Foreign Cars": Ford Has A Big Stake

The Big Three of the automobile world are pondering an enigma. Their sales are down—dangerously. But sales of tiny foreign cars doubled last year. (206,827 overseas babies hit U.S. roads; this year the figure should top 300,000.) One American manufacturer, Ford, has something of a head start on the rest of the pack. For years Ford has made cars in England and in Germany. Early this year it named a veteran auto man, Howard O. Lund, manager of Imported Car Sales, M-E-L Division. Lund—who started his career with Chevrolet and has worked for Packard and Willys Overland, for which he was general sales manager—has the task of pushing the 14 models of the English Ford line and the four newly-styled Taunus models by Ford of Germany. Some of the cars are economy models on short wheelbases (England's Anglia). Others, like the Zodiac, are highly visual deluxe jobs that cost more than some of Ford's American products. All are compact, easy on gas. *All* were designed in the States by Ford designers! With them Ford's Lund will attempt to chop away some of the competitors' ground. Says he: "We have a '58 goal of 35,000 units of our English Ford line . . . 5,000 of the German Taunus." To do the job he's using heavy promotion and advertising, 400 dealers for the English Fords alone, and bringing the overseas products into 14 American ports-of-entry. His bosses are watching Lund and his fleet to see how far they can roll. And on the results will depend Ford's small car expansion. Will a new American Ford hit the road with its English cousins? Only time will tell.

Choose Your Partners

Multiple-sponsor promotions are busting out all over, with more and more companies singing a duet. Find one or more logical (or not so logical) cooperators and you may open up new, exciting promotional opportunities.

By ETNA M. KELLEY

At this moment, scores of dual and multiple tie-in promotions are under way or about to begin or in the planning stage. Among them are: Picnic-time, One-Dish Meal, Outdoor Living, Coordinated Fashions, Same-Birthday, and other variants, national, regional, seasonal, quickies and long-term.

The majority involve logical go-together products and services. But there is a surprising trend toward joining with all and sundry, even with companies serving totally dissimilar markets and with equally dissimilar distribution patterns. The thinking behind these ventures is that people not only eat, drink, wear clothes and need shelter, but engage in numerous other activities, most of which require purchases of some sort. And when one is in the mood to buy something to satisfy one need, he may be induced to consider buying something quite different as well.

That promotional partnerships pay dividends may be assumed from the

fact that those who get their feet wet one season are likely to plunge in deeper the next year. Some firms, the "marrying kind," have regular tie-in programs and enter into one alliance after the other, and sometimes into several at once, with dozens of participants, at various levels and in various degrees. Such regulars include RCA Victor, General Foods, Carnation and, more recently, Schenley. The



ALL TIED UP and no place to go but right into shopping cart. Spry, Carnation and Gold Medal got hitched for Fluffy Fruit Pie promotion.

liquor industry is, generally speaking, favorably inclined toward dual tie-ins, but Schenley Import's current Dubonnet (blonde and dark red) wine program has attracted a dozen or more participants.

Under ideal reciprocal conditions, each partner shows or recommends the product or service of the other in its advertising (print, outdoor, radio and TV); and sometimes the two (or more) pool funds for the same advertising copy. Sometimes the salesmen of the participating firms work in harness, even to the extent of calling on the trade together. In any case, the task of distributing display material, as well as the expense of producing it, is shared.

Other beneficiaries include media (since special appropriations are likely to be made for the promotions, beyond the regular budget) and those who plan and execute the programs and prepare the needed materials for communications and display. In some instances the advertising agencies do this. There is at least one firm specializing in coordinating such programs, Leonard F. Fellman Co., Philadelphia, merchandising coordination specialist, which serves many com-



TEMPORARY ALLIANCE: 40,000 posters announced union of Johnson & Johnson's Permacel and RCA Victor in behalf of "living color."

MCGREGOR APPROVED *Nautical Mates*

generations of boatsmen put their trust in Columbian Ropes

THE TONNY ROPE WITH THE RED, WHITE AND BLUE MARINER
COLUMBIAN ROPE COMPANY, ALBION, THE LARGEST ROPE MAKERS IN THE WORLD

COLUMBIAN
ROPE
COTTON
TWINES

- Columbian Pure Manila Yacht Rope
- Columbian Nylon Yacht Rope
- Columbian Decron Yacht Rope
- Columbian Water-Ski Rope
- Columbian Nylon Starter Rope

DISPLAY ad features 2 of 8 firms that became Nautical Mates: McGregor Sportswear, Columbian Rope.

panies and is responsible for numerous successful tie-ins now in progress. [See box p. 44.]

Sometimes there are side-line beneficiaries. For the recent Syrup (Log Cabin) and Bacon promotion, Wilson & Co. used special bacon packages, showing Log Cabin syrup (and waffles) on each side. Milprint, Inc., which produced the packages, used them as illustrations for full-page color advertisements in seven food and packaging journals.

It's Not All Rosy

Rosy as the tie-in picture may appear, it has its pitfalls. What a participant gets out of such a promotion depends not only upon its own support all along the line (management, sales force, wholesalers) and the reaction of dealers, but also to some extent upon the attitude of the partners. When there are several partners, involving several agencies, the likelihood of friction increases. But despite hazards some promotions are repeated year after year—Western Ranch Dinner (described on p. 44), for one.

A highly successful user of promotional tie-ins is Carnation Co., which engages in 15 to 20 a year. Most of them are planned at the beginning of the year by a committee of representatives from the advertising and sales departments and division product or merchandising managers. The details

of a program are usually put together into a pretty complete "package" before potential partners are approached. Sometimes Carnation also enters into promotions developed by trade associations or other firms.

Through experience Carnation has worked out a sort of formula for tie-ins. It prefers partners willing and able to provide advertising and merchandising support and with product distribution patterns similar to its

own. It prefers products with a high mark-up that are compatible with Carnation's (usually evaporated milk), and which lend themselves to combinations with it in "promotable" recipes.

Carnation also likes some measure of teamwork between its sales force and those of participating companies. In the Fluffy Pie promotion, General Mills (for Gold Medal Flour) and Carnation exchanged lists of district managers, and in some instances salesmen from the two firms called jointly on key accounts.

Participants provided posters, recipe pads, shelf talkers. Advertising support included use of magazines, newspapers, radio and TV. Dealers liked the plan because it gave them a chance to sell milk, flour and shortening (Lever Brothers, for Spry, was a third partner), and eleven different pie-filling ingredients suggested.

A Lenten promotion that was described by Carnation as its "biggest for 1958" featured Carnation Evaporated Milk and General Foods' Minute Rice in a tuna-rice au gratin recipe, with Carnation 3-Minute Cheese Sauce. More than half a million dollars was spent in this five-



ALL MIXED UP: Carnation (cottage cheese) forms "pip of a dip" with Lawry's Salt and Calavo avocados, a natural in this age of snacks.



NATURAL GO-TOGETHERS got together publicly when Wilson told nation how its ham and bacon felt about Log Cabin Syrup.

WESTERN RANCH DINNER

CLING PEACHES from California

BALLARD *Oven Ready* BISCUITS AT THE DAIRY CASE

PET MILK

FRYING CHICKENS

GET RECIPES HERE

ONE DELICIOUS DISH, but by the time the housewife has prepared it she's upped the sales of these four advertised items in her local super market.

Choose Your Partners

(continued)

week drive to move the two brand name products, and, without brand names, tuna and pasteurized process American cheese. The advertising program, sponsored jointly by General Foods and Carnation, called for space in 19 national magazines, Sunday supplements and newspapers. Dealer aids included colorful posters, recipe pads and newspaper mats. In addition, each partner plugged the promotion and the other's product on its television programs.

Carnation's Fresh Milk and Ice Cream Division recently was part of a tie-in with Calavo Growers of California (avocados) and "Lawry's" Seasoned Salt. "Pip of a Dip" was the theme of this Lenten promotion into which Carnation entered regionally, in its cottage cheese marketing area (California, Texas, Washington, Oregon, Iowa, Oklahoma and Arizona). The other partners promoted the Dip nationally. The month-long campaign began on March 1, with advertising in newspapers, Sunday supplements, outdoor posters and TV. Store demonstrations were staged and salesmen from all three firms distributed the jointly produced sales aids—mats, gondola pole displays, banner recipe pads. Stores featured the combination in three departments—dairy, produce and condiments — thereby tripling shopper exposure.

SAFARI staged by 24 firms was joined by coordinator Leonard Fellman, supervising as Belgian Congo native tries out Remington shaver.

Next on Carnation's promotional tie-in schedule is a campaign with Pan-American Coffee Bureau.

Carnation's agency, Erwin, Wasey, Ruthrauff & Ryan, Inc., Los Angeles, prepares the advertising for tie-in campaigns, and sometimes recommends partners.

That Carnation likes promotional partnerships is indicated by the number in which it engages and the enthusiasm with which they are conducted. As Hugh R. Chamberlin, Advertising Manager of the Evaporated Milk Division, puts it, "We feel that through joint advertising, participating companies can in many instances double the benefits of their normal media schedules. And there can be added impact through the sales forces operating together, as when

representatives from two companies call jointly on key accounts."

Most tie-in minded management in America is that of RCA Victor, which at any given time has alliances with a dozen or more promotional partners. Practically all are arranged by Leonard F. Fellman Co. and the majority are designed somehow or other to make people conscious of the advantages of color TV. (An estimated three-fourths of the population has never seen color TV — a situation RCA aims to correct.)

Same Act—Different Stars

RCA's tie-ins have different slogans and the partners change, as do the degree and manner of participation. A broadside reproducing display material of partners who joined RCA in a "Compatible Color (TV)" promotion shows these participants: Pioneer Suspender Co.; The Lo-Bel Co. (boy's wear); Rayette, Inc. (hair rinses); Roblee (men's shoes); Stetson (hats); Dawnelle (gloves); Botany (men's fashions); Naturalizer (women's shoes); Fosterwear (men's sportswear); Superba (cravats); Linda Lee (little girls' dresses); Perfect Knit & Woven Togs (for babies); Hudson (hosiery); and two non-fashion partners: Congoleum Gold Seal (floor coverings) and Amelia Earhart (luggage).

The extent and method of participation differ widely. How Rayette did it is revealed in a colorful broadside the company sent to beauty shops. Several kinds of "Compatible Color" displays were offered, one of them showing a TV set with a picture on its screen depicting three women, each with a different hair color. In another section of the broadside were



**R
VERI**

**TOR
TER THAN EVER!**

**MONITOR
PLACES-FASTER THAN EVER!**

**MONITOR
IS GOING PLACES-FASTER THAN EVER!**

The firm and unshakable endorsement of NBC Radio's MONITOR by national advertisers has sky-rocketed billings to a record \$5,000,000 annually!

MONITOR is doing the job it set out to do. At low cost it is delivering and selling to huge audiences. Here are some current MONITOR campaigns:

NATIONAL ADVERTISER	LISTENER COMMERCIAL IMPRESSIONS PER WEEKEND
AMERICAN MOTORS CORPORATION	21,461,000
GENERAL MILLS, INCORPORATED	21,962,000
LIGGETT & MYERS TOBACCO COMPANY	10,102,000
THE NESTLE COMPANY, INCORPORATED	20,600,000
PABST BREWING COMPANY	21,962,000
PLOUGH, INCORPORATED	21,461,000

Already in 1958 more than 70 national advertisers have used MONITOR.

MONITOR is vital, always on the move, going places faster than ever with audiences—and advertisers. You can go places, too, on... **MONITOR**

THE WEEKEND RADIO SERVICE OF NBC RADIO



KITCHEN HOLIDAY, Cantoneasy style, was declared by General Foods' Minute Rice and Chun King products.



EXCITING NEW PIE IDEA...Cool, quick, delicious filling.
The secret is Carnation—the milk that whips!

The secret is Carnation—the milk that whips!

Choose Your Partners

(continued)

shown mats, all showing Rayette hair-do's and referring to RCA's Compatible Color TV. Another page described a window display extending through twelve months, with six RCA-Victor color TV sets as first prizes, 18 clock radios and 30 record players as second and third prizes—all RCA-Victor merchandise.

"Living Color" was the theme of a recent two-way tie-in between RCA and Johnson & Johnson's Permacel (color) tape. Some 40,000 posters were distributed to appliance dealers, and to hardware, food, drug, stationery and variety stores. The posters were of two types, each showing a color TV set, one with the RCA peacock centered on the screen, the other with a pinwheel of Permacel's Utilitape.

Another two-way tie-in was that of Four Roses Distillers Co. and RCA, who united in a promotion to stimulate the installation of color TV receivers in taverns. Four Roses supported the campaign with advertising in 100 newspapers, in *Life*, *Look* and outdoor posters. RCA VICTOR sent special tavern display kits to its distributors.

At times the beneficiaries of RCA Victor tie-ins are products other than color TV sets. Examples: For its Yachtsman Portable radio, the firm joined in an "Outdoor Living Fun for the Family" promotion, with Evinrude and Coca-Cola . . . For its High Fidelity sets, it teamed with Piper-Heidsieck Champagne — "The Champagne Touch in HIGH FIDELITY," with artwork showing people drinking champagne and listening to hi-fi music . . . For records, it joined with Polaroid Land Cameras in a campaign stressing "Music (and Pictures) When you Want Them."

New Firms Keep Coming In

What started out as a six-months tie-in promotion for Dubonnet red and blonde wines has been extended to a year or longer, as new partners show willingness to get into the act. With an appropriation of \$450,000 and participation by 30 companies, "it is the biggest of its kind ever attempted in the alcoholic beverage industry," according to Bernard Goldberg, advertising manager of Schenley Import Corp. Each of the firms is to run one or more tie-in advertisements in national magazines and key newspapers.

Among participants are: Helene

Curtis series of two-color advertisements, plus sales promotion materials, such as window units, streamers and counter cards. Nice touch: Curtis is packaging red and blonde rinses in 6.4-ounce bottles, exact reproductions of Dubonnet red and blonde splits . . . Everfast Fabrics, double-page magazine spread to tie in with four Macy windows . . . Hoffman Beverage Co., insertions in New York dailies, posters on the sides of its 250 delivery trucks, plus point-of-purchase material.

Among other partners are Rabhor Robes, Aldon Rug Mills, Pioneer Suspender Co., Varsity Pajamas, Beau Brummel Ties, Botany "500" Mills, Newton-Elkin Shoes, Marlboro Shirt Co. and Priscilla Bridal Gowns.

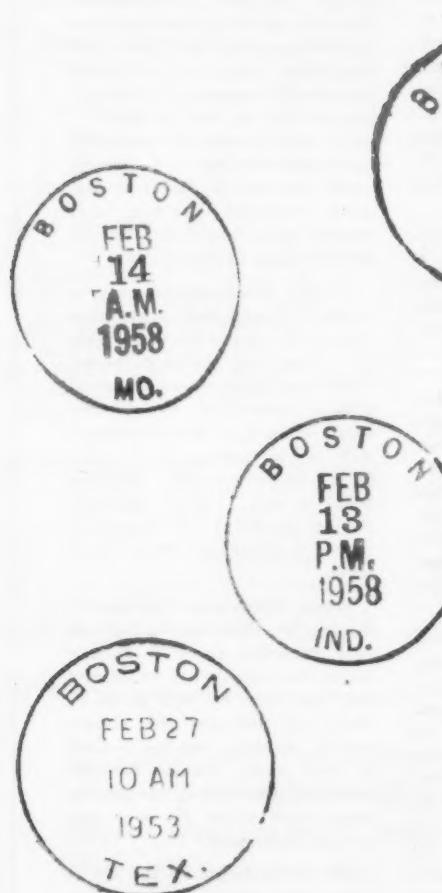
Co., and Piscina Biddle Gowins.

Another current program, held together by a "boat hook," is the "Nautical Mates" promotion sponsored by eight manufacturers for: McGregor sportswear, Evinrude motors, Trojan boats, Raytheon electronics, Columbian rope, Auto-Lite marine electrical equipment, Admiral radio and TV sets, Thermos containers.

sets, Thermos containers.

Each of the eight ran a color page in four boating magazines and *Sports Afield's Boating* annual. Prepared by Norman D. Waters & Associates, the advertisements have a family resemblance, each featuring one sponsor's product, but showing others as well.

Down Boston way, more folks read Grit than the Saturday Post!



In Boston, Mass., Grit readers are about as rare as bull-fighters. But there's more to Boston than Mass. And in Boston, Ga., Ind., Ky., Mo. and Tex., Grit outsells The Saturday Evening Post.

With 59% of its 900,000 circulation concentrated in towns of 2500 and fewer, Grit helps advertisers correct the metropolitan bias of most mass media. You need Grit to gain *balanced national coverage* for your customer campaign. You need Grit to sell small towners!

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco



The postmarks are actual reproductions

Support of the program has been especially good in 17 Boat Show cities. Evinrude, for example, sent reprints of the eight advertisements to 3700 dealers, had pretty girls wear McGregor nautical wear in its show booths. McGregor distributed not only the eight-page reprint, but also a colorful "Ship Talk" (signal) poster; induced stores to stage special displays during Boat Show weeks, and was successful in getting some men's wear stores to take space at the shows. Significance of this promotion is its implied recognition of the market made up of the 35 million Americans who are boating hobbyists.

Here are capsule summaries of other promotional tie-ins, some major, some small-scale, all interesting for one reason or another:

Western Ranch Dinner. For six years, *Pet Milk Co.* and the *Cling Peach Advisory Board* staged dessert promotions, three years ago broadened this to a Western Ranch Dinner. Last summer's version brought in two additional partners, *Pillsbury Mills* (for Ballard OvenReady Biscuits) and *National Broiler Council* (chicken). Still going strong, last summer's promotion attracted nearly twice the number of stores as those participating in 1949, when the idea was new.

Breakfast Go-Togethers. *General Foods* (Log Cabin Syrup) and *Wilson & Co.* (bacon and Tender Made ham) got together in promoting bacon or ham with syrup (on waffles or pancakes). Another suggestion: ham is improved by syrup glaze. Promotion was supported by cooperative color spreads in *Life* and *Ladies' Home Journal*, plus CBS network TV (Garry Moore) and spots. Dealers got displays with magazine artwork and four-color newspaper mats. Wilson also used artwork on bacon packages, front and back. Score: 20 million packages (10 million Log Cabin labels, 8 million Wilson bacon and 2 million Wilson Tender Made ham, through booklets). Proof of pudding: General Foods is launching a "Bread and Syrup" program, tying in regionally with baking industry. Wilson will also sponsor tie-ins in future.

Birthday Twins. *Gimbels Brothers*, New York department store, and *The F. & M. Schaefer Brewing Co.* capitalized on fact that both were founded in 1842, and celebrated 115th anniversary in 1957. Jointly they used six-column advertisements in five New York papers to toast one another with mugs of beer and call attention to big 10-day festivities at Gimbels. Schaefer's 13,000 outlets

Marriage Broker Fellman

King of promotional marriage brokers is 40-year-old Leonard F. Fellman, head of the Philadelphia firm bearing his name. Since he started his business four and a half years ago, he has dreamed up, acted as go-between for, planned, coordinated and executed well over a thousand merchandising tie-ins for a diversified list of clients. He and his staff (18 in Philadelphia, three in New York) take on packaged promotions, big or small, sharing responsibilities with the principals' advertising agencies or not, as circumstances dictate.

Originally an engineer, Fellman was with the U. S. Army Engineers in World War II, and later with McDonnell Aircraft Corp., then with the Joseph Katz advertising agency. Finding that he gravitated toward merchandising tie-ins and liked them, he decided to set up a special service to handle them. He got his first client through an advertisement in the Philadelphia Inquirer.

Dynamic and wiry, America's No. 1 tie-in specialist works 18 hours a day, commutes frequently between his Philadelphia and New York offices, flies more than 100,000 miles a year. He throws himself whole-heartedly into his work, once went on a 17-day safari in the Belgian Congo—for fun as well as in the interests of Sabena Belgian World Airlines and 24 promotional partners. The group included such firms as Remington Rand (typewriters), Argus Cameras, Eveready Flashlights, RCA Victor radios.

Blessed with lively imagination and merchandising sense, Fellman can bring together seemingly poles-apart partners, develop a theme applicable to both, suggest ways that each can help the other—and make them like it and come back for more. That they come back is evident from the number of repeaters, and the numerous campaigns he has handled for such clients as RCA, Sabena and other air lines, and various liquor houses.



Multiple sponsor promotions are growing more popular and Fellman's continued success seems assured. In his favor is the fact that Do-it-Yourself isn't a good idea for most would-be promotional partners. A go-between—or coordinator—is usually needed to line up partners, allocate responsibilities, handle the special advertising campaigns for the promotions (thereby avoiding potential conflicts among the agencies of the respective partners). Fellman has one gift essential to the success of tie-ins: he is quick to hit on the common denominator or theme linking the participants. He is also good at slogans, headlines, symbols, and display ideas applicable to dissimilar sales objectives.

Though some companies like tie-ins only with logical partners (especially in the food and fashion industries), Fellman recommends partnerships among completely dissimilar firms, provided some sort of promotional link can be developed for their sales objectives. He believes there is still a large untapped pool of potential merchandising partners, especially at the local level.

When interviewed during research for this article, he had just returned from a 48-hour flight from New York to Seattle and Los Angeles, with stops en route at Chicago and Minneapolis. Another two-day record of that week: placing \$240,000 worth of advertising for promotions with which he was currently concerned.

He had a finger in the pie of—or more precisely, he was up to his neck in—well over half the promotions described in the accompanying article.

Showed posters and handed out tickets to the party (door-prizes). Schaefer's 125-foot show train toured shopping centers to ballyhoo occasion. Festivities included entertainment, movies, personal appearances of notables. Door prizes included trips to Havana. Result: Each teammate attracted attention of potentially new market and Gimbel's gained store traffic. Schaefer also advanced toward industry-wide goal of "making beer-drinking respectable." Another retailer, Neiman-Marcus Co. of Dallas, celebrated its 50th anniversary last fall with an Exposition held jointly with Rolls-Royce, Inc., which had rounded out 50 years in the U.S.

Chinese Dinner. General Foods (Minute Rice) and Chun King Sales Co., Inc. (Chinese foods) joined forces in a Cantoneasy Kitchen Holiday drive. Stores used mass displays under a bamboo canopy, with posters, tear-off recipe pads, photographs of Oriental and rice dishes. Promotional mailings to the trade included fire crackers and fans.

Marjorie Morningstar (Film). Clothing, jewelry and toiletries used in producing the *Warner Brothers* film are being featured in 200 stores. A 16-page advertising section in the April issue of *Harper's Bazaar* promotes both film and merchandise.

Same Brand Name. Aldon Rug Mills developed an Imperial broadloom line, "inspired by the Chrysler Built Imperial," plugged it—and Chrysler—in national advertising; sponsored a dealer contest with an Imperial automobile as first prize. Chrysler showrooms displayed Aldon's carpets.

Clean Stove. Caloric Appliance Corp. (stoves) and S. C. Johnson & Son, Inc., (waxes, polishes) are tying in to help sell one another's products. With each Caloric stove the buyer receives a sample of Johnson's Jubilee wax. Dealers are getting point-of-purchase material. Johnson

is mentioning Caloric in TV commercials.

"My Love" Fashion and Perfume. Julius Kayser & Co. (lingerie), The Formfit Co. (girdles and bras), and Elizabeth Arden ("My Love" perfume) joined forces in a 3-way "Love Match" promotion. Kayser and Formfit each designed garments in same colors, motifs, even matching lace, to form an ensemble. The trio ran a six-page advertisement in *Vogue*, supplied point-of-purchase materials to dealers.

Blue Ribbon. Pabst Brewing Co. (Blue Ribbon beer) and L. W. Foster Co. (men's sportswear) teamed together in a "Blue Ribbon" promotion. Men's wear dealers were given display material, mats, point-of-purchase material showing Foster's Blue Ribbon Jacket and the Pabst seal.

Color. Pioneer Industries, Inc., promotes its products by stressing their value as color accents. In a "Spice Tones" campaign "Inspired by McCormick's Exotic Spices," spice colors were used for such accessories as braces, garters, belts, jewelry, wallets. Mahogany hues were featured in a tie-in with *RCA Victor* mahogany-finished appliances.

Drink and Travel Gadget. Pan American World Airways and Renfield Importers Ltd. have distributed more than half a million twirl-a-dial disks, sharing production and distribution costs of a relatively expensive promotion piece. It consists of three cardboard circles, each of which may be twirled to give information through die-cut windows. Examples: beverage recipes from world-famous hotels; expressions for "hello," "good-bye" and "to your health" in 18 lands; flying time and distance from the U.S. for airports in 18 countries, all served by PAA. On one of the disks are color illustrations of labels for nine of Renfield's imports. Piece was distributed both through Pan-Am offices and through bars. ♦

"If each salesperson in Allied's various departments made just one additional sale a week, the 3 per cent drop in sales I see for this spring would be eliminated. That's what only one extra sale a week could mean."

Charles E. McCarthy, president of Allied Stores Corp.



The Luxurious, Long-Life Playing Cards That People Are Proud to Own, Show, Entertain with . . .



Why KEM Plastic Playing Cards?

* **They are practical.** Card playing is a universal form of relaxation, enjoyed by people everywhere. You give a welcome useful and pleasant gift when you give Kem Cards.

* **They are known.** Kem Plastic Cards have been on the market for more than 20 years. Kem has a reputation for being a well-made product, a playing card with original designs, precision-printed, fully guaranteed.

* **They last for years.** Kem Playing Cards are made of the toughest of all plastics. Even after years of use, they still have the look and feel of brand-new decks.

and they are beautiful



"Paisley" and "Garland" are two brand-new designs in Kem Cards.



For full-color samples, and a complete catalogue with price list, write or call

SPECIAL GIFT DIVISION

KEM PLASTIC PLAYING CARDS, INC.

595 Madison Avenue New York 22, N.Y.
Telephone: Murray Hill 8-8650

THE SCRATCH PAD

By T. Harry Thompson



May is a month of hope after a withering winter that often drags through April. As buds break through and bright green tips the shrubs, I bow to my birth-month and invite you to join me.

Moby Dick: Prince of whales.

And then there was the chap who preferred rock 'n' rye to rock 'n' roll.

I wouldn't mind "country music" if they'd keep it in the country and let me stay in the city.

The way today's shirt-buttons crumble, I get the notion they're made of maple sugar or something equally friable.

NIT: "You say he quit the rat-race?"

WIT: "It was a small operation. More of a mouse-race."

Worth writing for (to *The New York Times*): "A new look at the U. S. tourist."

Hugh Scott tells me about the cannibal who went to a psychiatrist because he was fed-up with people.

Competition must be met, not detoured. A posh apartment-house built nine years ago had everything . . . except central air-conditioning. This year, at a reputed cost of a quarter-million, it rectified that earlier error.

Like a suit or a dress, a comedian is as good as his material.

One of the nicest tea-rooms in Germantown, Pa., has one of the nicest slogans: "To a friend's house, the road is never long." It's The Boswell House, in case you ever get out that way.

That's human nature: "An injury engraves itself on metal; a benefit is written on the waves."—*Old saying*.

Grammar Moses says copywriters are the worst offenders in using *like* for *as*.

As this is written, it looks as though General Electric may have delivered a body-blow to Fair Trade. Maybe it's just the shot-in-the-arm the appliance business needed.

It must have cost Helene Curtis a pretty penny to have *Life* staple that "Coupon Worth 25¢" smack dab in the center of a color-spread.

For people in a hurry, there's nothing like air-travel, of course. But for those of us who like the feel of a sound and seaworthy craft under foot, Cunard Line has a selling-point, too, when it says: "Getting there is half the fun!"

A headline all of us would like to rewrite: "Sales Set Record But Profits Decline."

Vacillation is a Virus

Before your time and mine, some sage put it this way: "He who hesitates is lost."

This forthright phrase-maker was wise beyond his years, for that's the way the cookie crumbled then and that's the way the penny pitches now.

Indecision is for the birds!

I'll put my neck out and state categorically that it's better to make a *wrong* choice than no choice at *all*.

Indecision builds up internal volcanoes. Implosions, the medicos call them. Indecision begets insomnia.

Indecision gives you that unpleasant picture of the parade passing you by while you sit on the fence surveying both sides.

An ancient admonition comes to mind: "Don't just stand there. Do something!"

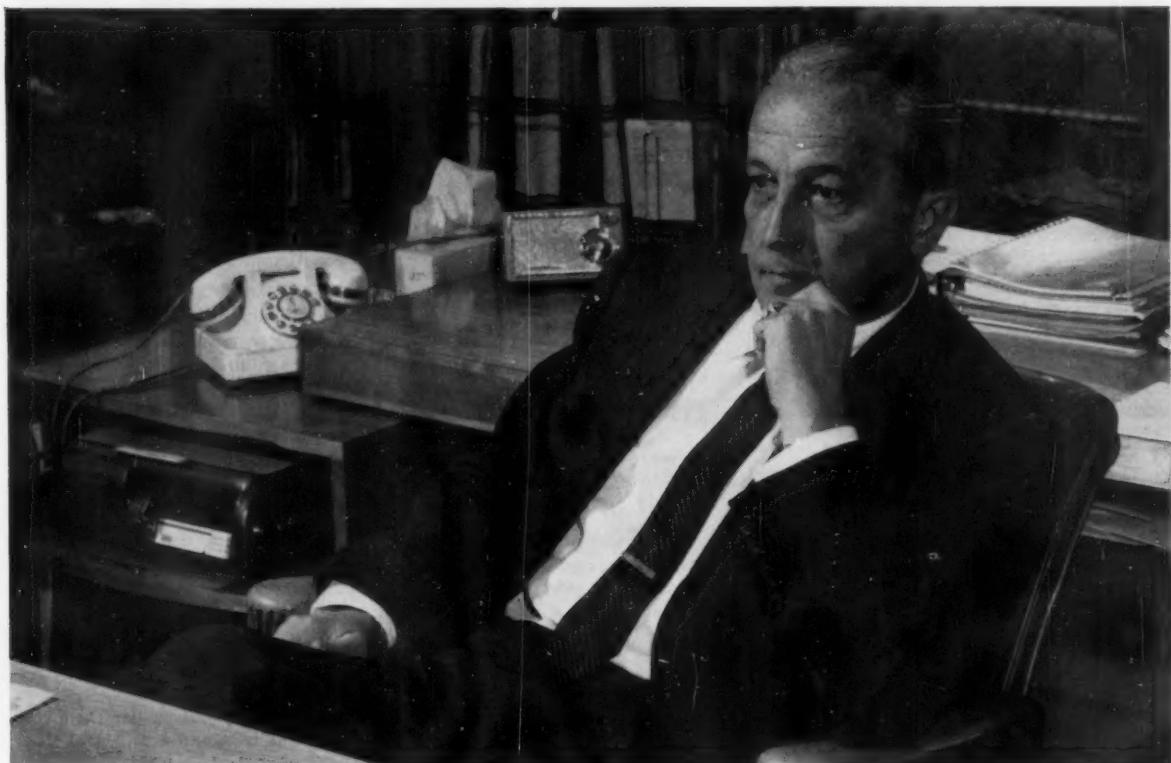
Yes, do something, if it's merely the aftermath of chanting childhood's "eeny, meeny, miny, mo."

You'll feel better. You'll sleep better. You'll hear Old Man Opportunity when he knocks and not lament forever after that you didn't answer the door.

In business and in life itself, remorse and regret are bitter pills with no known antidote. Avoid them, for they leave a terrible taste in the mouth.

Experience Speaks... a report by Chilton

**"We are certain that it would be impossible for anyone
to establish and maintain a position of leadership
in today's market without the help of trade advertising"**



HERMAN C. TEETOR, V.P.
Director of Advertising
PERFECT CIRCLE CORPORATION
HAGERSTOWN, IND.



A native of Hagerstown, Ind., Herman C. Teetor started his business career with Perfect Circle Corporation, a home-town concern, even before graduating from college (University of Illinois). Each summer vacation found him working as an inspector on one of the plant production lines. Then, in 1927, he joined the Sales Department on a full-time basis. Special assignments followed, including membership on the Advertising Committee. Following a 3-year wartime leave of absence, during which he saw service with the Civil Air Patrol and later as a lieutenant commander in the Navy, Mr. Teetor became Advertising Manager of Perfect Circle. Today, as Director of Advertising, he has full responsibility for all of the corporation's advertising, publicity and public relations activities. Mr. Teetor has long been an active member of the Automotive Advertisers Council and a member of its Board. Also, for many years, he has served on the Marketing Research Committee of National Standard Parts Association.

To explore the experience with trade and industrial publications of Perfect Circle, one of the world's largest manufacturers of piston rings, we recently spent a very pleasant and worth-while morning discussing these subjects with Mr. Teetor. We believe his views will be of interest to you. Please turn the page for highlights . . .

Experience Speaks



"... our industry wouldn't be what it is were it not for the



Q Just how would you describe Perfect Circle Corporation?

A Perfect Circle's main product is piston rings, sold to the engine manufacturers and to the replacement trade. Sealing rings are another PC product. They are used in jet aircraft engines, automatic transmissions, and in power steering and power brake units. We also produce centrifugal cast cylinder sleeves and other products allied to the proper installation and functioning of piston rings.

Q How long has your organization been in existence?

A It was organized right here in Hagerstown, in February 1895, as the Railway Cycle Manufacturing Company. The firm manufactured an original and unique product—a lightweight railway pedal car for use by track inspectors, linemen and lamp tenders. Shortly thereafter, experimental work was started on gasoline engines, and by 1902 a model was perfected to propel railway inspection cars. Then, still later, under the name Teetor Engines, multicylinder power plants were perfected and used extensively in such early motor cars as Auburn, American Underslung, McFarlan and Wescott. It was common practice in those days for engine manufacturers to purchase parts from outside sources and merely assemble them. But almost every part that went into a Teetor engine was made right in our own plant.

Q Was it this policy of "don't buy it—make it" that led you into the piston ring business?

A Yes, you might say that it was. From the beginning, piston rings received special attention, because so many recognized their importance to over-all engine performance. Research in ring design and production methods was started and has never ended—the reason why Perfect Circle is responsible for many of the major advances in piston ring design and performance.

Q At what point did the company discontinue the production of gasoline engines?

A In 1918 the engine division was sold outright. The piston ring department, however, was kept and operated by the original founders under the name of the Indiana Piston Ring Company.

Q When was the name "Perfect Circle" adopted?

A It became our corporate name in 1926, but it was adopted as our product name in 1921. You see, in the years following the formation of the Indiana Piston Ring Company, we built up a very considerable business among engine manufacturing concerns all over the country. However, they represented only a part of the piston ring market. Garages throughout the country were using thousands for replacement purposes each day. To reach

this vast market, we needed not only an aggressive sales force and nation-wide distribution, but also a well-known and respected brand name. The name selected, "Perfect Circle," first appeared in advertising on October 3, 1921. At the time, it was generally believed that the more nearly round you could make a piston ring, the better it would work, and we had a process whereby we could make it more round than anyone else. Then, by 1926, Perfect Circle piston rings had become so well known and so favorably accepted that the company was renamed after the trademarked name of its product.

Q Are we right in assuming that trade advertising contributed substantially to the favorable acceptance of the trademarked name during this period?

A Yes indeed. Once the decision was made to break into the replacement field, we started to advertise regularly in the trade press, and we have done so ever since. We are certain that it would be impossible for anyone to establish and maintain a position of leadership in today's market without the help of trade advertising. It's simply impossible to call on and sell so many people in person.

Q Would you say that you have had a coordinated advertising program in trade publications from 1921 on?

A Yes, we have.

Q How many trade and industrial publications do you now use?

A Close to 30—and we use them on a regular and frequent basis.

Q In general terms, what is your advertising philosophy?

A We believe advertising to be a basic sales tool—an indispensable part of any co-ordinated sales effort. Further, we believe that advertising, to be effective, must be attractive and persuasive; that ours must tell the Perfect Circle story clearly and convincingly and create acceptance greater than our competition.

Q Just why are trade publications so important to your sales effort?

A We know that the acceptance by the private car or fleet owner, great as it may be, is not enough. We must also create a preference for Perfect Circle on the part of the men who install the rings—otherwise we just won't get the business. There is just one way for us to reach them, and that's through the trade press. They are far too numerous to contact in any other way.

mass communications made possible through trade papers"



"We believe advertising to be a basic sales tool—an indispensable part of any coordinated sales effort."

Q Do you feel that today's responsible trade and industrial publications are increasing in their importance to both the reader and the advertiser?

A There is no doubt about it. From our viewpoint, we look upon the trade press more or less as today's market place. Only through the trade press can we display our products—can anyone in the industry see all allied products on display. I can go even further than that—only through trade papers can we in the industry exchange news and views. It is only in this way that we get indications of the over-all industry conditions and developments which affect us all. And this information comes from both the editorial and advertising pages.

Trade and industrial magazines are the all-important link between you and the buying influences you want to reach. They provide the means for reaching your customers and prospects on common ground—at a time when they are most receptive to your sales messages. In this respect, they fill a role unduplicated by any other known selling force.

Chilton, one of the most diversified publishers of trade and industrial publications in the country, has the resources and experience needed to make each of 16 magazines outstanding in its field. Each covers its particular field with an editorial excellence and strict control of circulation that assure confidence on the part of both readers and advertisers. With such acceptance goes proportionate selling power.

Q What is the attitude of your salesmen toward trade paper advertising?

A Every once in a while at a sales meeting the question is raised, as it is in everybody's sales meetings, whether if we didn't spend so much money on advertising, we couldn't put on more salesmen to actually write orders. But some one of our older salesmen always nails this one in a hurry. He says, "I remember the time when I used to call on the trade and hand in my card, and they wouldn't know me. Today, your customers and prospects know you—maybe not per-

sonally, but as a Perfect Circle salesman. So they see you. Now, why do they know you—and see you? It's because the company has invested millions of dollars in advertising over the years. It's this advertising that makes it possible for you to get that first receptive, favorable audience.

Q How do you determine the size of your various advertising budgets?

A It is strictly a case of determining how much we must invest to accomplish our objectives. We do not base our appropriations on a percentage of expected sales, nor do we go on what we have spent in years past. For example, if we were to introduce a new product, we would allocate enough money to make certain that every worth-while prospect would know about it.

Q Is there anything concerning the value of the trade and industrial press you would like to say in conclusion?

A Just this. Without trade publications I don't think we would have the market, the mass market. We wouldn't have product intelligence in our industry at local levels. Certainly we wouldn't have the widespread acceptance for leading products. In short, our industry wouldn't be what it is were it not for the mass communications made possible through trade papers.

"Only through the trade press can we display our products—can anyone in the industry see all allied products on display."

Chilton
COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pennsylvania

Publisher of: Department Store Economist • The Iron Age • Hardware Age • The Spectator • Automotive Industries • Boot and Shoe Recorder
Commercial Car Journal • Butane-Propane News • Electronic Industries • Jewelers' Circular-Keystone • Motor Age • Gas • Hardware World
Optical Journal & Review of Optometry • Distribution Age • Aircraft and Missiles Manufacturing • Business, Technical and Educational Books

Old Product, New Sales Potentials

Q-Tips, with one product, rejected on expensive, perilous search for new ones. Instead, it concentrated on finding new markets for its cotton-tip applicators. The operation was successful—due to research, promotion and selling!

By HARRY WOODWARD

The time: yesterday afternoon at six thirty, p.m. The place: Scarsdale, N. Y. The characters: Jim Jackson, a sales representative, his wife Anne, his daughter Susan, age 6.

At the breakfast room table Jackson and Susan are doing a watercolor. Instead of a brush Susan is using a small stick, tightly wrapped with cotton. In the wastebasket beside her are three sodden sticks like the one she is now using . . .

Upstairs, Anne Jackson is sitting at her dressing table, to apply what she refers to as "her face." In her right hand is a duplicate of the cotton-wrapped stick her daughter, downstairs, is using. But Anne is applying eye make-up with her stick . . .

Anne and Susan Jackson represent but two facets of a whole new marketing picture that has grown out of a searching product-look by The Q-Tips, Inc. Three years ago the Q-Tips management paused in its quest for new products. Cotton swabs,

such as the ones the Jackson family has put to new uses, were the company's sole products and, while it had the lion's share of the market, it sought other items to reduce selling costs. As one company spokesman puts it: "We stopped long enough to stare at our corporate navel and ask whether cotton swabs could be promoted for uses outside the nursery. From this introspection came the suspicion that the swabs themselves might be a whole series of 'new products' if they were properly promoted."

This multiple-use concept was the first step toward a new era in marketing for Q-Tips. And since the program got under way, Q-Tips factory sales have been steadily rising at a rate of 20% a year. Its share of the market — Q-Tips' big competitor is Johnson & Johnson — is around 80% and the baby population grows about 10% a year. That Q-Tips sales currently are increasing at a rate 100% faster than its base market



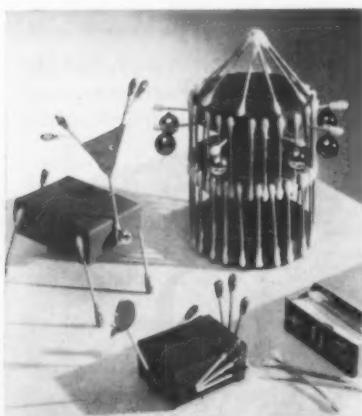
EYE-OPENER: Baby's Q-Tip is put to a brand new use. He's not removing a cinder from her eye.

expands, can be attributed to the multiple-use promotion program.

The second step in Q-Tips' seven-point plan was obviously research. The company hired National Family Opinion, Inc., to survey the habits of some 2,000 families. The study pointed up the fact that householders found such diverse uses for the swabs as beauty aids, cleaning helpers, workshop instruments and substitutes for brushes in paint touch-ups and children's artwork.

Here were the "new" products that the company had been searching for. New products that were waiting for exploitation without the dangers, heartbreaks and cost that so often accompany the introduction of a genuine new product.

And Q-Tips, like other cotton swab manufacturers, had found really new products hard to come by. For the machinery that mass-produces cotton tipped wands is so specialized that it does not readily adapt to other uses.



MERRY XMAS, made merrier with decorations fashioned from old nursery standby. Ingenuity is what's important.

Q-Tips: Seven Steps to Market Expansion

1. Re-evaluation of the product
 2. Research
 3. Multiple-use advertising campaign
 4. Promotion
- Instead of seeking new products, a multiple-use campaign was developed for the old one.
- National Family Opinion Inc. was hired to survey Q-Tips usage by 2,000 families chosen from various income levels.
- Advertising, in all media, hammered home new Q-Tips uses—cosmetics applications, household chores, kids' games, as well as baby care.
- Public relation counsel hired to promote Q-Tips for childrens' market through Xmas



GROUND FOR DISPOSAL. Ingenuity took a leap when Q-Tips told women how to lighten daily household chores.

A sophisticated group, Q-Tips management looked with a jaundiced eye at the research questions before they were asked of respondents. Questions were thus phrased so they didn't lead. (For instance: if a housewife had been asked whether she uses Q-Tips for eye make-up, might answer "yes," if she thought a yes-answer would sound chic and professional.)

The results, when they were tabulated, were sound and definitive. The validity of the multiple-use concept was now backed by solid research.

The next five steps went smoothly, with one exception. This was a merchandising error. To exploit the beauty-aid uses of swabs, a new package was designed and given the name "Beauty Swabs." Instead of the familiar blue package, a bright pink lift-top box was created; the price had to be increased — all this with cosmetic counter appeal as the goal. Beauty Swabs laid an egg. Nearly



DIGET DOTTER. Women found new uses for an old product. This beauty uses it for manicures, other charm aids.

two-thirds of the production came home to roost.

Post-mortem diagnosis turned up the obvious answer. Women realized the new product was almost identical with the baby's swabs. The beauty uses were not compelling enough to warrant a higher-priced purchase.

In the meantime a consumer publicity program was developed. Public relations counsel was hired to execute it. Since Q-Tips had the bulk of the market, any promotion of cotton swabs would rebound in its favor. The publicity concentrated on suggesting 50 uses for swabs around the house. Newspapers, women's pages, radio, television and consumer magazines were used.

Each magazine advertisement showed half-a-dozen uses for Q-Tips in addition to the old, tried-and-true one — baby care.

Next, distribution was expanded. Q-Tips, before this, had been sold almost entirely in drugstores. To make



BUDDING ARTIST: She's a heavy user of Q-Tips. But the fun is cheap at price. So parents gladly cooperate.

them more available, distribution was broadened to include food store and super-market distribution and special promotions plus self-vending displays brought Q-Tips to the front of drug store counters.

Management says getting into such outlets was a tough fight. But Q-Tips, once in, moved so fast (and with such profit) that rack jobbers and chain buyers added swabs to their health and beauty shelves. (Example of Q-Tips velocity: in November 1957, two sizes of Q-Tips did \$2,905 business in its profit-inch extension against \$2,659 for two sizes of a leading baby powder. Another toiletry merchandiser study showed that Q-Tips turned in a higher profit per week than the total of the leading 49c toothpaste, headache remedy, cold rub, hand lotion, hair tonic, shampoo and baby oil!)

Special promotions—four a year—have been used to fight the out-of-stock situation and to get end-aisle

cards, free-color TV comics to color, part decorations, etc.

5. Distribution change

Switch from exclusive drug store operation to super markets, using special displays tied-in to baby needs, cosmetic departments.

6. Cross-Promotion

Tie-ins with Isodyne, Johnson & Johnson baby oil, Mennen's talcum powder. Special seasonal promotions aimed at children.

7. Play Uses

Promotion to get Q-Tips into school art classes, kindergartens. Inserts in Q-Tips boxes, containing comics in black and white that change to color when brushed with a wet Q-Tip.



SIGHT TO BEHOLD: Hunters found Q-Tips dandy for cleaning gun breeches. The long swab makes it easy.

A Mayflower Move Is a Good Move!



When selecting a long-distance mover to handle the possessions of your key employees, be sure to consider the company that each day inspires scores of shippers to remark, "A Mayflower Move Is a Good Move!"

Typical of the many, many favorable comments received is one from a shipper who moved from East Chicago, Indiana to Muskegon, Michigan:

"This is to compliment you on a job well done . . . Your service in moving was excellent and to my complete satisfaction. Therefore, I would recommend your service and company to anyone moving."

So, whether it's a sales manager, engineer, production manager, or a top executive, give him the finest: call Mayflower!



AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS

displays. A recent one is a tie-in: a pre-packed floor merchandiser, half filled with Q-Tips, half with such items as Mennen's Baby Magic.

Cross promotions, to build product image, have worked out well. Eliot Howell, Q-Tips marketing director, planned these. To get visibility in variety stores (where Q-Tips is weak), Howell made a deal with Northam Warren to coupon their packages of new oily polish remover with a free offer of a box of the ill-starred Beauty Swabs. An infants-wear manufacturer is putting a sample box of Q-Tips under the cellophane wrap of every one of his baby garments. A plastic sampler was developed to fit into the Isodyne (athlete's foot remedy) package. A small sampler was designed to fit into Best Foods' Easter Egg Dye kit.

Little Children Lead Them . . .

Children got into the Q-Tip act when studies proved that kids can account for as much as 12% of the contents of the super-market shopping cart. Q-Tips strove to appeal directly to these influential small fry. Each May medium and large Q-Tips packages include a free paper-and-cardboard insert called "Color Television Comics." They're printed in special black and white which changes color when brushed with a wet Q-Tip. The company rubbed its hands in glee when it found that the average child will use one-quarter of a package of Q-Tips in coloring this paper strip!

Coming up is a method of getting the product into the baby food section in addition to the health and beauty aids departments of super markets. A metal shelf extender, using only 16 inches of baby food shelf, provides a miniature baby care department. Into these 16 inches go five facings of Q-Tips, and on top (the shelf added by the extender) go three facings of a leading baby powder, one of a baby oil and two of a baby lotion. These seven products account for 53% of total baby toiletry volume.

Heavy emphasis was laid on seasonal applications — do-it-yourself Christmas cards using swabs for brushes and adhesive applicators, Hallowe'en party decorations, Easter egg dyeing. Q-Tips says it borrowed this idea from Minnesota Mining & Mfg., whose cellophane tape had been successfully and similarly used. The same publicity firm that planned and executed the cellophane tape program was hired to do the job for Q-Tips.

Q-Tips' success story could be an object lesson to the company that is thinking along new products lines. Sometimes it is better to re-think marketing strategy of your old line. ♦



is for Dairies—where "Bossy" is queen
Where foods that are healthful and tasty and clean
Are daily produced in astonishing measure
And with *all* of the goodness that all of us treasure.



is for Gardner—the Dairyman's friend
Where the quest for good packaging never does end
And where dairy foods find the cartons they need
For protection, for beauty, for packaging speed.



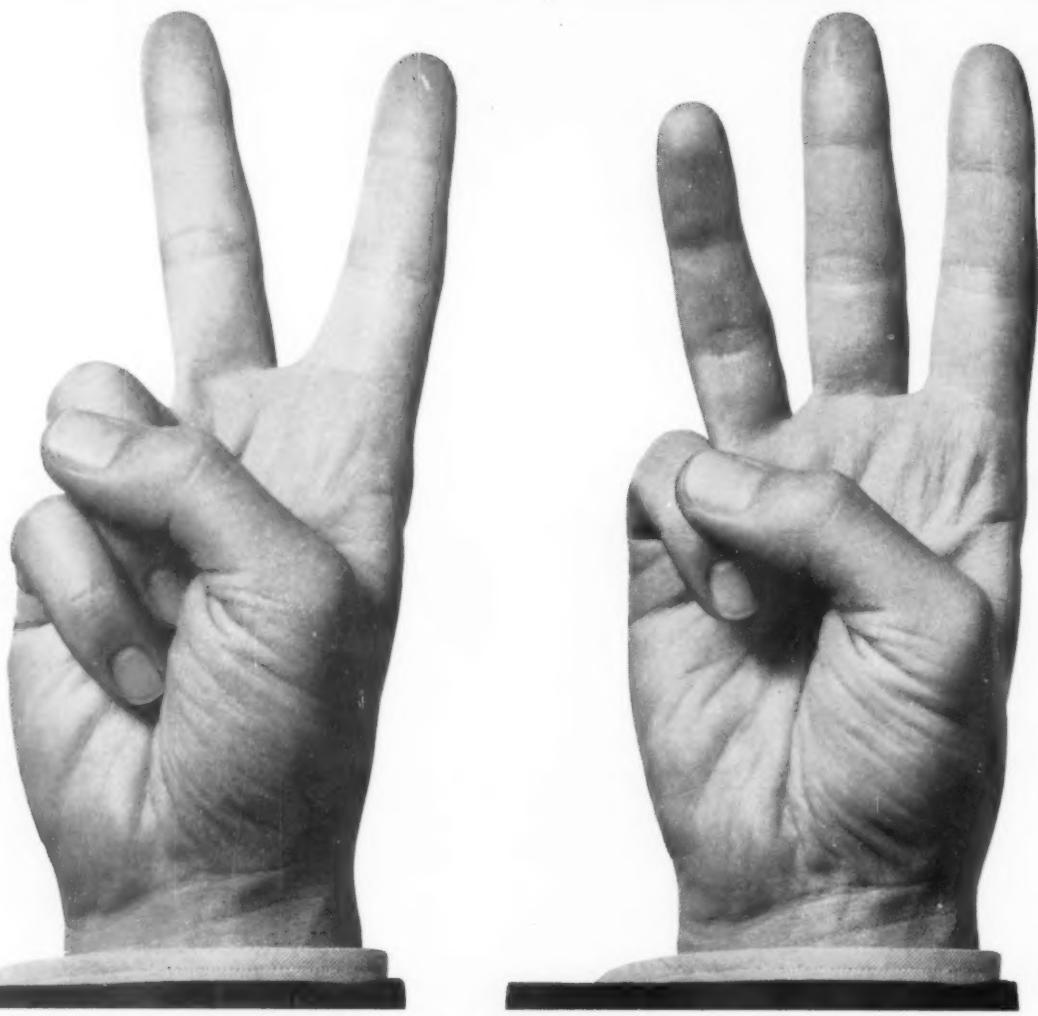
Persuasive Packaging

DIAMOND GARDNER CORPORATION

THE GARDNER DIVISION
MIDDLETOWN, OHIO



DRY CARTONS • CARRIERS • BOXBOARDS
PARAFFIN CARTONS • RETAIL CARTONS



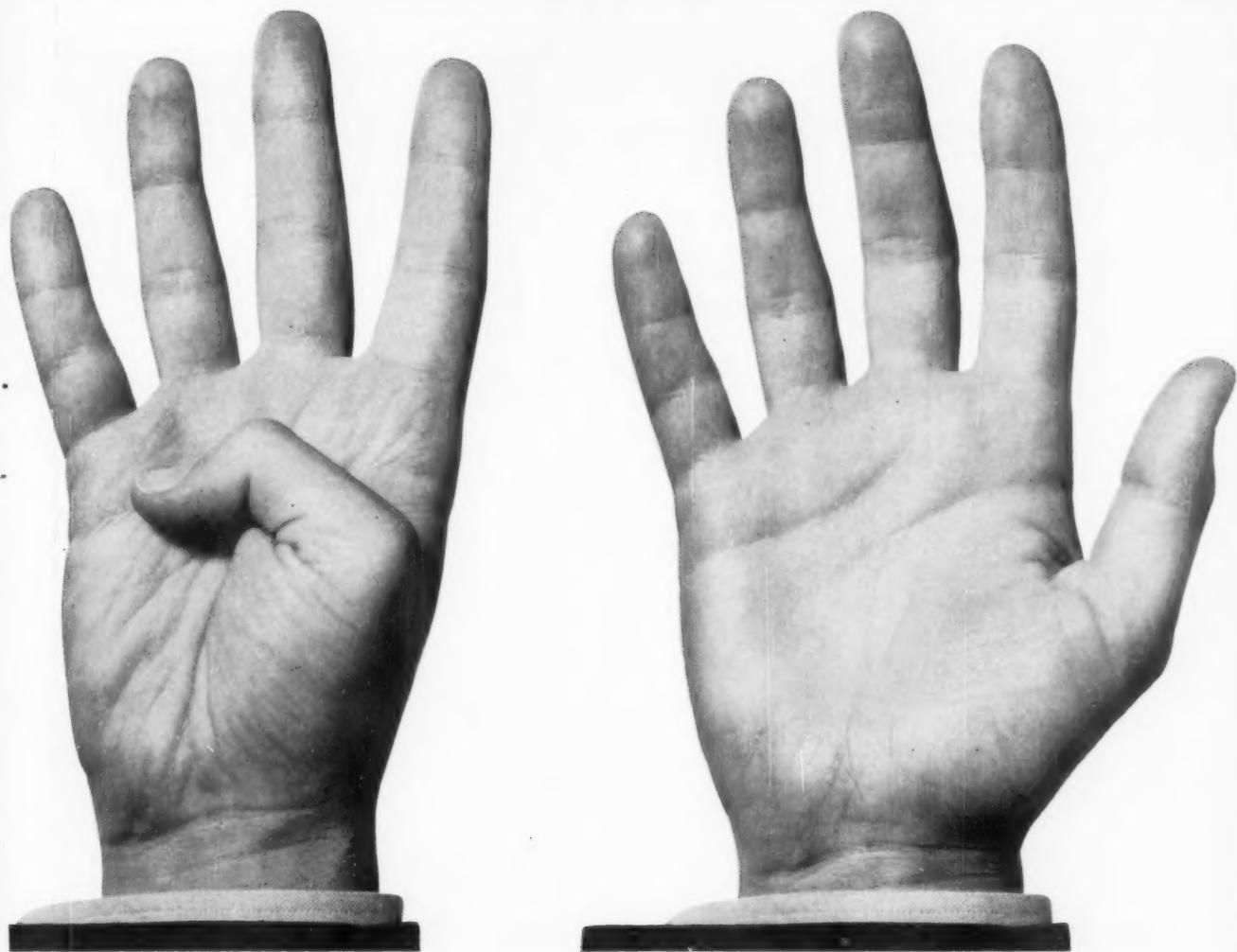
NETWORK TV ADVERTISERS...LET US PROVE THAT

Spot TV can double... even quintuple your

Special Nielsen analyses just completed for NBC Spot Sales show that when Network TV advertisers add low-cost Spot TV to their network television programs, they can quickly reach twice, three times, four times, or even five times the number of different homes they now reach in key markets.

Spot TV can do a job like that for you, too!

Let NBC Spot Sales—at no cost to you—order a Nielsen analysis to prove it. For this study, simply choose the Spot TV schedule best suited to your selling needs. You'll receive the results showing unduplicated-audience totals for your network program alone and unduplicated-audience totals for your network program *plus* your spot schedule.



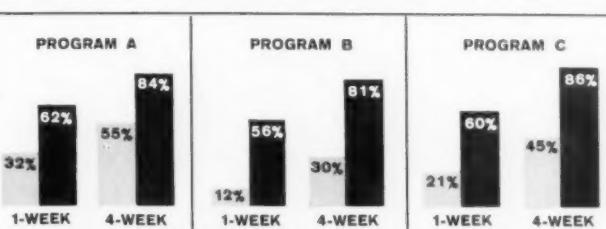
triple... quadruple or key market audiences

Note: A phone call to NBC Spot Sales starts immediate action on a special Nielsen analysis for you. At present, these studies can be made for the New York, Chicago and Los Angeles markets. No cost for the study... no obligation to buy the Spot schedule.



SPOT SALES

HERE'S HOW THE SIZE OF UNDUPPLICATED NEW YORK AUDIENCES* MULTIPLIES WHEN YOU ADD WRCA-TV'S POPULAR LOW COST 14/50 SPOT TV PLAN TO SOME PRIME NIGHTTIME NETWORK PROGRAMS:



Cumulative audience delivered by network program

■ Cumulative audience delivered by network + 14/50 Spot TV Plan

*Percent of total television homes. Source: NSI, New York, December 1957

Covering the country from a central point

**"UNITED RESERVED AIR FREIGHT
GIVES WARD'S CUSTOMERS
FAST FASHION SERVICE"**

—T. C. HOPE
General Traffic Manager
Montgomery Ward, Chicago



"Our distribution center for mail order fashions is in Chicago. Yet we give overnight delivery in key cities coast to coast, thanks to the speed of United Air Freight. But speed alone isn't the whole story. The personal attention we get from United is equally important to us. Their dependability, too. United delivers on time."

For service, information, or free Air Freight booklet, call the nearest United Air Lines Representative or write Cargo Sales Division, United Air Lines, 36 South Wabash Avenue, Chicago 3, Illinois



"THIS CUSTOMER has made her selection in our Oakland, Calif., catalog department. Her order is promptly relayed to us in Chicago. We have regular reserved air freight space with United—so it's just a matter of making the plane."



"JERRY MILLS, United's account executive, sees that the individual shipment is received and loaded with hundreds of others aboard United's fast DC-6A. The dress is in Oakland the next day. Just like having a flying warehouse!"

UNITED AIR FREIGHT RATES ARE LOW

	per 100 pounds*
CHICAGO to PHILADELPHIA	\$ 7.70
SALT LAKE CITY to DETROIT	16.20
DENVER to NEW YORK	17.70
SAN FRANCISCO to SOUTH BEND	21.05
AKRON to SEATTLE	22.20

*These are the rates for many commodities. They are often lower for larger shipments. Rates shown are for information only, are subject to change, and do not include the 3% federal tax on domestic shipments.

LOW RATES are only part of the story of Air Freight's advantage. Even more saving is reflected in reduced inventory, economical packaging and insurance. United speed and 80-market service offer you distinct competitive advantages.

IT COSTS NO MORE FOR EXTRA DEPENDABILITY—ON UNITED, THE RADAR LINE

GOA Counters Off-Season Slump With Off-Beat Contests

General Outdoor Advertising Co. finds two effective "drive" themes: A Stock Exchange contest with company stock as prizes, and a "Knockout" competition in which salesmen are paired as fighters. "Knockout" embodies a clever element for the wives—they manage their men.

"We had a bigger January this year than in 1957. Some old advertisers retrenched, but many, many new ones expanded." That's the word from George F. Vesley, sales promotion manager of General Outdoor Advertising Co., Inc. He's reporting on a "Winter Knockout" contest designed to "knock out empty space" on any outdoor postings east of the Rockies. One feature of the results: A somewhat startling 51% of the total was new business brought in. According to Vesley, this challenges the theory that advertisers are sitting tight.

The Winter Knockout contest, which ended in late winter, was a follow-up to GOA's "Stock Exchange" contest. Both are Vesley's babies. Plans for the third annual Stock Exchange event (top management, from President B. L. Robbins down, is sold on this idea) are now being discussed in GOA's Chicago offices. It is scheduled to begin in August. Grand prizes will again be shares of GOA common stock or credit toward this stock.

Vesley justifies the cost of running these contests by the fact that they "bring in business during winter months when we'd like to have it."

One reason for the introduction of the Winter Knockout contest, which has a pugilistic theme, was to produce a change of pace for GOA's sales force. "We do not run the stock contest for the entire winter period because it drags out too long," Vesley explains. "Men at the top in the fall months are apt to burn themselves out toward the winter."

In the Stock Exchange contest the top 10 salesmen win awards. First prize is 25 shares of GOA common. The runner-up gets 20 shares. Third and fourth prizes are 15 and 10 shares, and the five other winners get five shares each. In addition, salesmen receive a bonus on some other business not directly included in the contest, such as business gained for billing in

December, which paid a 4% bonus of the amount. All business developed during the contest period was billed for December, January and February, normally slow months for outdoor advertising.

Listed On Exchange

The 125 or so participating salesmen were "listed" on different exchanges according to their total sales. The top 10 were listed on the "New York Stock Exchange," the report showing their positions, branch, percentage they "opened" and "closed" with. Next highest group was listed on the "American Stock Exchange," others on the "Midwest." Lower men fell into the category of "Over the Counter Stocks" and "Unlisted Stocks."

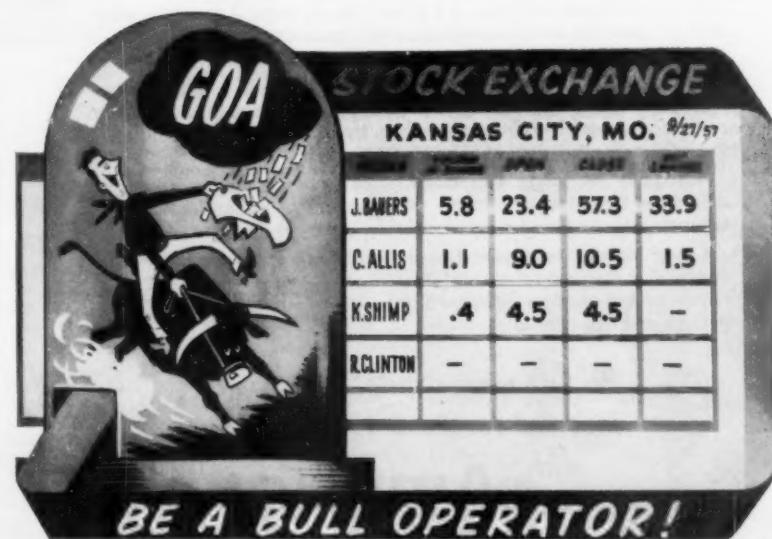
Ratings went out every two weeks in bulletins from Vesley's office in-

forming the men of how they were doing in comparison to their nearest competitors. The same bulletins included "tips" on the market.

In the most recent stock contest, credit toward more stock was substituted for the 4% bonus. The top man, therefore, had the opportunity to make a real "killing" in the market by adding to his 25 shares top prize. Most men, Vesley believes, turned their earned shares over to their wives and/or children.

"The whole purpose, of course, is to spur sales during normally low periods," Vesley reiterates. "Advertisers have long believed that the winter months were poor for outdoor posters since they thought traffic was at a minimum. Our men had to show them there was actually more local traffic during the cold months than in the summer, when many people leave town. It took a little persuasion, but we practically sold out all space in December, January and February."

In the 1958 follow-up, the Winter Knockout competition, all prizes were cash. Wives were brought into the contest by an unusual twist designed to get their hubbies out and selling. Since all salesmen were designated as prize fighters, wives received a letter from General Outdoor in which Vesley asked Mrs. Salesman to be her



IT'S NOT EXACTLY the Big Board, but this is the way results were reported in GOA's Stock Exchange contest. Each salesman was listed as a stock, and the "quotations" gave a record of his performance. Event will be repeated in August.



When you ship, title passes, and your credit risk begins

Sales problems that stem from this situation may be avoided with accounts receivable protected by American Credit Insurance . . . for credit insurance aids sales in many ways.

It can facilitate approval of a larger line of credit than might otherwise be justified, because without credit insurance there could be too high a concentration of risk in one customer or one industry.

Also, there are cases where a company, having experienced a substantial credit loss, will go through a period of over-caution, which tends to restrict sales activity. Credit insurance, by relieving management anxiety, eliminates this type of sales encumbrance.

Again, by providing a practical guide to credit limits—helping to determine desirable customers—credit insurance promotes harmony between sales and credit departments.

Credit insurance promotes financial stability and sales progress. Our booklet on this subject should interest you. Write AMERICAN CREDIT INDEMNITY COMPANY of New York, Dept. 59, 300 St. Paul Place, Baltimore 2, Maryland.

*Protect your capital and profit
invested in accounts receivable
with **American
Credit Insurance***

ANY ACCOUNT . . . NO MATTER HOW GOOD . . . IS BETTER WITH ACI

GOA Contests

(continued)

husband's personal manager in return for a 10% cut of his earnings. Salesmen told Vesley that this idea produced "immediate activity" in their households, with wives calling for extra sales efforts.

To keep a reminder of the contest in front of the men, Vesley used a desk pen set with a miniature signboard on it. The "sign" showed two fighters with cartoon bodies that carried real head pictures of the two nearest sales opponents. He took the men's billings for the first nine months of 1957 and matched the two closest on each "sign." Under a plastic overlay on the base of the pen set was kept a current "score by rounds" showing which man was ahead at the "bell."

Non-sales Staff Involved

While all salesmen were "prize fighters," key branch personnel were named "trainers." These people gained through money put into the office "kitty" if they expedited the billings to get them in under the wire. Otherwise, billings might have been a month later and no-count in the fight.

Salesman's cash bonus was paid for the selling period, November 1 to December 1, 1957, with the billing period running from December 1 through February 28, 1958. Cash percentage was available for Class I and Class II business, new and additional, with 4% on December-January-February Class I business and 2% on Class II business for the same period. Class I is defined as local advertising; Class II is national, but counted only if the advertiser was located within 100 miles of the salesman's home office.

One per cent was paid on renewals written for the same three-month period on Class I business, and one-half per cent on Class II renewals.

According to billings, salesmen were paired off in groups in the Heavyweight Class, Middleweight Class, Lightweight Class. Points for salesmen in their individual fights were figured by bonus earned. The man with the greatest bonus earned scored the most points and therefore was declared the winner.

Sales contests that depart from the prosaic pattern, seem to be good medicine for seasonal sales ills, Vesley is convinced, not only for outdoor advertising but for the marketing of consumer products they advertise. ♦

**Speed sales communication with
revolutionary NEW ONE STEP process**

Copies anything LIGHTNING FAST!



New desk top

APECO
UNI-MATIC

Auto-Stat

High Speed "Synchro-Copying"

ONE INSTANT
AUTOMATIC
STEP...



The Apeco Uni-Matic Auto-Stat is the world's fastest, easiest to operate, all-purpose copy-maker. The original to be copied is inserted into machine . . . the copy feeds right out . . . original is instantly returned.

Look Alike Copying



The Apeco Uni-Matic Auto-Stat produces white copies that look exactly like the original. Whites are copied white, blacks are copied black—and middle tones in grays of equal intensity.

Send for new FREE BOOK

Fill in and mail this coupon
for your FREE copy today!

JUST PLUG IT IN
ANYWHERE

Instantly copies letters, purchase orders, publication articles, reports, contracts, charts and all other data you need to supply members of your sales staff.

The brand new Apeco Uni-Matic Auto-Stat is the greatest advancement in office copying in the last ten years. It is the culmination of many years of research and engineering by America's leading manufacturer of office copying equipment.

This revolutionary new machine makes copies in less than half the time of any other photocopy maker. It is so simple to operate—anyone is an expert the first time he uses it. The Apeco Uni-Matic Auto-Stat copies from any original—any color—or opaque or transparent paper . . . printed on one or both sides. It is handsome, compact, and light weight. Offers hundreds of time and money saving uses for every business at a price within the budget of the smallest firm.

A Liberal Trade-In Offer on any copying equipment is available for a limited time

American Photocopy Equipment Co.
2103 W. Dempster St., Evanston, Ill.

Rush me, without obligation, your new free book on the revolutionary new Apeco Uni-Matic Auto-Stat. I understand this book explains office photocopying applications in detail and shows how my business can greatly benefit by the use of this modern copy-maker.

Company _____ Type of Bus. _____

Address _____

City. _____ Zone _____ State _____

Individual _____ Title _____

In Canada: Apeco of Canada, Ltd., 134 Park Lawn Rd., Toronto, Ont.

In Mexico: Apeco de Mexico S. A., Ignacio Echeverria #7
Esq. Jose Moran, Mexico 18 D. F., Mexico

*Dynamic/market coverage
by Conover-Mast...*

INDUSTRY



It takes dynamic editing to

Through its continuing company-by-company survey of industrial buying power, PURCHASING Magazine finds and reaches industrial purchasing executives. This year PURCHASING's circulation will reach an all-time high of 28,000 industrial buyers, due largely to decentralization of industry.

But circulation, no matter how dynamic, is not complete without readership.

And readership has to be earned by editors who know what purchasing agents do, what they need by way of information.

If PURCHASING Magazine provided nothing else, it would serve purchasing agents effectively and dynamically on the basis of the complete, well-balanced *methods* information it contains. For PURCHASING is the methods magazine for industrial buyers . . . and its editors know how to locate the best methods, to evaluate them soundly, to report them intelligently for purchasing executives.

Together, these editors have almost a century of *purchasing* experience on which to base dynamic articles on value analysis, inventory control, systems for scientific purchasing, and the



Aviation Age

Published monthly for technical management men who design, engineer and build — Aircraft — Missiles — Spacecraft.



Business/Commercial Aviation

Published monthly for the men who manage, operate and maintain business and commercial aircraft.



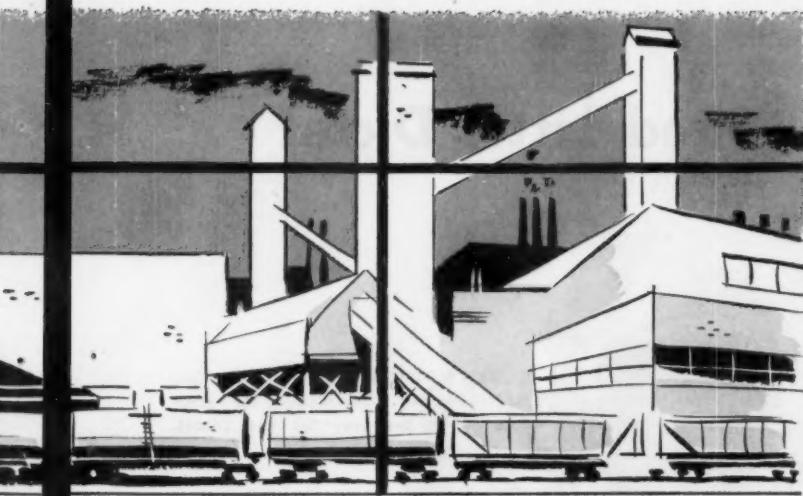
Construction Equipment

Published monthly for buyers of equipment and materials in the widespread construction market: contracting, government, industrial.



Mill & Factory

For production and maintenance engineering men — responsible for the methods, equipment and supplies used throughout industry. Published monthly.



make coverage truly dynamic

trend information that gives significance to current prices and news events.

Because of this background, PURCHASING's editors are in constant demand as speakers before purchasing and other business groups. Several of them are authors of authoritative text books used in colleges and universities.

It is this kind of practical know-how . . . this kind of dynamic editing . . . that makes PURCHASING Magazine not only reach its market, but also serve it dynamically.

If you'd like more information about this, or any other, phase of PURCHASING Magazine, please write or call, 205 East 42nd Street, New York 17, New York. MURRAY HILL 9-3250.

What is dynamic market coverage?

■ Building a magazine for the buyers in a market and focusing so sharply on their interests that nobody but buyers would read it...

■ Discovering the best method of getting the magazine to the most important buyers, and to nobody else...

■ Forever checking with readers to make sure the magazine serves their needs, that they read it regularly...

■ Being perpetually dissatisfied with every known publishing method and technique—including our own.

Readership is the real key to dynamic market coverage. It's the end result of a well-defined market...the right method of reaching important readers in the market ... and above all, an outstanding editorial service. These three make readership, and readership makes outstanding advertising value.

DynamiC/Market coverage

Conover-Mast PUBLICATIONS

NBP BPA

205 EAST 42nd STREET, NEW YORK 17, N. Y.



Purchasing

The methods and news magazine for industrial buyers—published bi-weekly—giving purchasing agents information on modern buying techniques, news, and significant market trends.



Volume Feeding Management

Published monthly for volume feeding specialists in restaurants, hotels, schools and colleges, clubs, hospitals, employee feeding facilities, etc.



Aviation Age - Research and Development Technical Handbook

Published annually as technical reference and buying guide for engineers and other technical management men responsible for systems engineering of Aircraft — Missiles — Spacecraft.



Conover-Mast Purchasing Directory

For purchasing and plant engineering executives who need quick, accurate and complete information on sources of industrial products. Total annual circulation is 27,000 copies.

A Case of Planned Parenthood:

How Dictaphone Sired Little Dictet

The first thing behind any new product is the birth of the idea.

And in the early '50's Dictaphone Corporation—which had customers in all types of businesses and professions—decided it needed a new product. Its last one was a sort of off-shoot of the company's famous Dictaphone: This was the Time-Master dictating machine line and it was, happily, successful.

But Dictaphone—even though it isn't dependent on any one industry for its sales volume and, because of this, carries within its corporate structure a sort of built-in equalizer—hoped it could come up with a new product that would be adaptable to its manufacturing facilities *and* fit in with the company's sales experience and knowledge of marketing procedures for office machines.

Dictaphone has its new product now—the already well-known Dictet, a portable recorder. This tiny offspring of a famous father has been making a name for itself. Within the past few months it has:

- Recorded interviews with Russia's Bulgari.
- Preserved for posterity the conversation of Pygmies in French Equatorial Africa.
- Kept the log in yacht races and recorded pilot observations in experimental planes.
- Recorded, according to a letter from an enthusiastic user, the grunt of a Hippo in darkest Africa.

Aside from these exotica, it is used daily by thousands of businessmen, engineers, professional people.

But back to the birth of the idea . . . Dictaphone management asked its research people to design a product that would stay within the realm and framework of sound recording, rather than spread the company's talents into fields where it would be breaking new ground.

And the decision was to undertake a study in the field of the magnetic sound recorder industry (which had blossomed, postwar, under the sponsorship of the Armour Research Foundation and the Minnesota Mining and Manufacturing Co.). Dictaphone



SENIOR and Junior: Here's Dictet with its progenitor. Note Junior's petite size for carrying convenience.

hired an outside consulting firm to analyze this growing—and important—field. Dictaphone's own Market Research Department wasn't set up to handle a project of such scope.

Although, contrary to popular belief, there's nothing basically new in the principle of magnetic recording (it's an electrical phenomenon that has been well understood for decades), the recorder business was too young to have become stabilized. Yet in 1947, perhaps the first year of magnetic recorder manufacturing, roughly 117,000 machines had been built—some by responsible companies.

Magnetic sound recorders were, however, going through an evolution similar to that affecting the air conditioning, plastics and electronics field.

The first large potential market was the home amusement recording machine field, which constituted 60% of the actual industry sales volume at the time Dictaphone got going with its Dictet project. The market had been pretty well developed, but it was highly unprofitable to many of the companies that had jumped into it. But there was a promise of opportunities for progressive companies that could identify the different market requirements.

Usage of such machines had been largely restricted to the home. (There

ELDER BROTHER of the famous Dictaphone is the Time-Master. Its reception paved the way for the Dictet.



was even considerable doubt as to sustained use of a machine after it had been sold to a customer.) So the area was one of highly-competitive consumer products, with nothing being done to broaden the market. Dictaphone wisely decided to stay away from the home recorder field.

A second area of magnetic recording use was in professional studio work. That was already pretty well developed and being well served.

The company's consultants suggested general specifications for a machine that would have application in wider fields—price levels, performance, areas of usage, were explored.

The need was for a small, portable, battery-powered recording instrument that the traveling businessman could easily use. The idea for Dictet showed its first stirrings.

A little Dictaphone marketing definition strategy is indicated at this point of our story. Dictaphone is almost unique in the office equipment industry in this respect: It doesn't sell through wholesalers or retailers. It maintains its own direct sales and service structures. As a result the company doesn't lose the asset of customer contact and the knowledge of how its products are being used. With its executive-type salesmen making daily calls upon 75,000 accounts in



When salesmen must be moved...

Only too often the transferred salesman is an unhappy salesman, his effectiveness lessened by the emotional upset of tearing his family loose from familiar surroundings and establishing new roots in a strange community.

Because these psychological problems are so frequent, and so hard to deal with, Greyvan Lines has instituted

*A Continuing Research Study in
The Human Side of Moving*

First results of this study are now available. They will help you to understand the real reasons why so many men object—or even refuse—to move. They show that such fears are often unfounded. Most importantly, they

offer real help to the Sales Manager who must persuade a valued salesman—and his wife—to accept a transfer as an opportunity and not as a tragedy. In the short time this program has been operating, we have received hundreds of letters testifying to its usefulness.

This study was undertaken as a service to business. There is no cost or obligation. Any interested company executive may receive on request a loose-leaf binder containing the material issued to date, and his name will be put on a special mailing list to receive new reports as issued. Just ask for the Manual on "The Human Side of Moving" and address:

L. F. Mitchell, General Sales Manager,

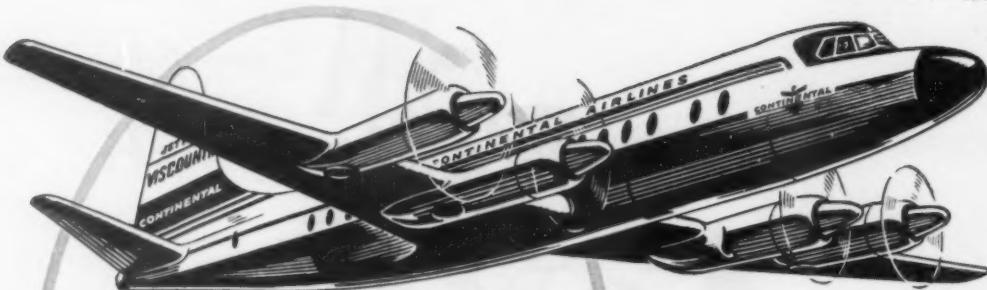


GREYVAN LINES



THE GREYHOUND MOVERS

General Office: 57 West Grand Avenue, Chicago 10



Starting May 28th
on Continental!

FIRST JET-POWER TRAVEL

between Chicago
and
Los Angeles

Meet Continental's incomparable

JET POWER **VISCOUNT II**

Custom-built for Continental by Vickers-Armstrongs Limited...powered by 4 Rolls-Royce gas turbine engines...the Jet Power Viscount II is the newest and fastest airliner in America. You'll see, hear and feel the difference! Never before, a flight so smooth, so silent, so completely comfortable. Radar, of course... and Continental's famed "Gold Carpet" Service.

Make reservations now. Phone or write any Continental Airlines Ticket Office or see your Travel Agent.



the U. S. and Canada, Dictaphone is well attuned to the product needs of its customers and prospects.

The company maintains a complete tabulated record of every sale with such information as postal zone, city and county where the product was purchased, type of business of the customer, size of the account and other information useful for sales controls.

The marketing organization reported that there was a developing need for such a product as eventually evolved into Dictet. And Dictaphone had first-hand indication of the need for Dictet. For many years it has provided a service that enables Dictaphone customers to borrow one of its machines—in any city in which it maintains distribution—when he is away from his office. At the latest count, 51,000 travel courtesy cards are in the hands of the Dictaphone customers. And the company sells a traveling case with one of every four of its machines.

But a successful portable recorder should possess some unusual features:

- It must be tiny—pocket-size—and weigh only a few pounds.
- It must carry its own power.

• It must be simple and convenient to operate.

• It must be rugged and dependable—and backed by a world-wide service organization.

It appeared that the potential was great enough to permit volume manufacturing—and at a profit. So Dictaphone began the actual design and engineering of the Dictet with an eye to limited manufacturing for actual product testing.

Licking the Problems

Since Dictet was to be, essentially, a recording and logging machine from which material could be quickly transcribed for signature and mailing—rather than an office dictating machine—it had to permit fairly extended uninterrupted use. The product was planned to allow a maximum of one hour's dictating time. (Tapes providing a lesser recording time with lower mailing costs are a future possibility.)

Dictet was to have magnetic tape because of economy. Magnetic tape uses less electrical power to record magnetically than to do so mechanically. While magnetic tape is a happy

solution in Dictet it presents problems for the big Dictaphone that rule similar usage for the little machine's papa.

The tape was to be stored in a magazine that would eliminate the need for handling and threading—tricky operations even in a large recorder, doubly so for a miniature one. Permanent tape threading was a feature of the design. Then the machine was designed around the magazine.

The lightest weight material possible to maintain structural strength—magnesium—was used. Dictaphone borrowed from the lowly turtle who carries his structure on the outside. It built the basic mechanism into a stainless steel plate which provided stiffness in a very thin section and had the added advantages of non-magnetic properties, low electrical conductivity and freedom from corrosion. But since this plate wasn't rugged enough to keep the parts in operating alignment, the case itself was used for further rigidity.

Then the Engineering Department called in an industrial designer. He was brought into the picture early before all dimensions were fixed, since, often a designer suggests shapes and forms that can't be followed after work is "frozen."

"This is the size we use for the Growing Greensboro Market!"



Whip up high-standing sales figures easily, instantly by delving into the Growing Greensboro Market. It's a miracle mix of current prosperity and record growth. In per family retail sales, the Growing Greensboro Market ranks fourth in the Nation and second in the South. One-sixth of North Carolina's population live in this prosperous market and account for one-fifth of the state's \$4 billion annual retail sales. Follow the simple directions of successful advertisers. Run regular schedules in the Greensboro News and Record and you'll have a package that produces constant and continual sales. Over 100,000 circulation daily. Over 400,000 readers daily.

Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures

The time element from the basic concept of the Dictet to its first trial run and introduction to Dictaphone's sales staff was 20 months — a short gestation period for a new product.

But the Sales Department had already begun to beat its drums. (The engineering and production men had been told so often that they had to be flexible they coined a beatitude, "Blessed be the flexible, for they shall be bent.")

Dictaphone's salesmen, under Carol Lytle, v-p—sales, were enthusiastic. They wanted to run with the ball before the game started. But the bugs that are found in all new products had to be licked first. For example, problems occurred with battery life, with electrostatic charges on the mylar tape that contributed to tape bindings, with machine bearings, with noisy motors.

Dictaphone had already decided to put distribution in the hands of its own salesmen because they could get a faster, more reliable reaction than from wholesale or retail outlets. By keeping Dictet in the hands of its own men, Dictaphone had a door opener to sell the whole Dictaphone system and a means of getting new business.

The salesmen had actually been doing a market research job — relay-

ing opinions and reactions. Some customers, for instance, insisted on buying a Dictet for office dictation over the objections of the salesman!

But after such customers have recognized the little machine's limitations, Dictaphone has agreed to take the machine back and its salesmen have often been able to place Time-Master machines in offices that had never before used Dictaphone.

Around 25% of Dictet sales have gone into brand new accounts.

Gripes Are Dealt With . . .

Two months after introduction of the new machine the Market Research Department mailed out to all purchasers a questionnaire, asking for their comments, types of applications in which the machine was being used, whether it was performing satisfactorily, and any suggestions the owner would like to make.

When a complaint came in the letter was immediately acknowledged and a copy of the company's letter went to the Dictaphone district manager. The equipment was picked up, put into proper working order and, if that wasn't satisfactory, replaced with a new unit. If the customer still

wasn't happy, his money was refunded.

A task force of five men was sent to five cities to call on a sampling of Dictet owners. Out of this research the Dictet got a facelifting: a start-stop control on a hand microphone was installed. The need for a battery life indicator became obvious.

Last September the company launched full-scale advertising for Dictet in general and business publications. This has been so successful that the company plans to enlarge its advertising schedule. All advertisements bear a coupon. Some 12,000 inquiry coupons poured into headquarters during the first three months.

In direct mail the company has sent an announcement to 80,000 Dictaphone customers. A second letter was sent to 51,000 people holding the courtesy travel cards. Another mailing, to prospects, hit 250,000.

The Dictet is now well launched. Hospitals are using it, so are football scouters, agricultural and forestry workers. Storekeepers are taking inventory with it. Transportation companies have been known to send up Dictets in helicopters patrolling.

And then there's that man who wanted to record a wild Hippo's grunt! ♦

H. P. Hood and Sons to Lily-Tulip:

**"Your plastic-lidded
container is clearly
made to sell our
premium grade ice cream
at a premium price."**

The "Coronet" package combination of see-through translucency and rich design is displayed by Mr. P. B. Eaton, Advertising Services Manager and Mr. L. A. Peters, Package Designer of H. P. Hood and Sons, Charlestown, Massachusetts.



Before "Coronet" ice cream was introduced last year, Hood's marketing team worked up a "must" list for this quality product's package. They wanted a package that measured up to food-sales demands in supermarkets, drug stores, and independent groceries...a package that said in no uncertain terms, that it contained a product well worth the premium price...a "selling" package that also provided full protection against handling and spoilage, was adaptable to automatic filling and capping...and all this at the right cost.

Hood discussed the requirements with Lily-Tulip and this world-famous packaging supplier produced the answer: a plastic-coated paper container with a tough, translucent molded styrene snap-over lid. Let's check it against Hood's "musts." 1) When the shopper looks down at this package, she has a clear, compelling view of a product that, surveys show us, sells itself 40% of the time by impulse! 2) This package permits wide design latitude and brilliant colors, with sharply printed trademarks and messages. Here is a "different" package, impressive, "expensive-looking." 3) This package can stand the shock of freezing, shipment, and handling. Its molded cover makes an airtight seal, yet comes off cleanly and readily in the home. It can be filled and capped automatically. And its cost is in line with the job it must do.

What package will do the most powerful selling job for your product...at the least cost? The plastic package molder can offer valuable assistance in answering these questions. His analyses of sales and cost requirements are based on long experience in marketing. His package design services are both practical and imaginative. His productive facilities can supply molded packages by the hundreds or millions, in the most effective size, shape, or strength, and at the right price.

Talk over your packaging plans with a qualified plastics package molder. Marketers in many fields have—with gratifying results...and profit.

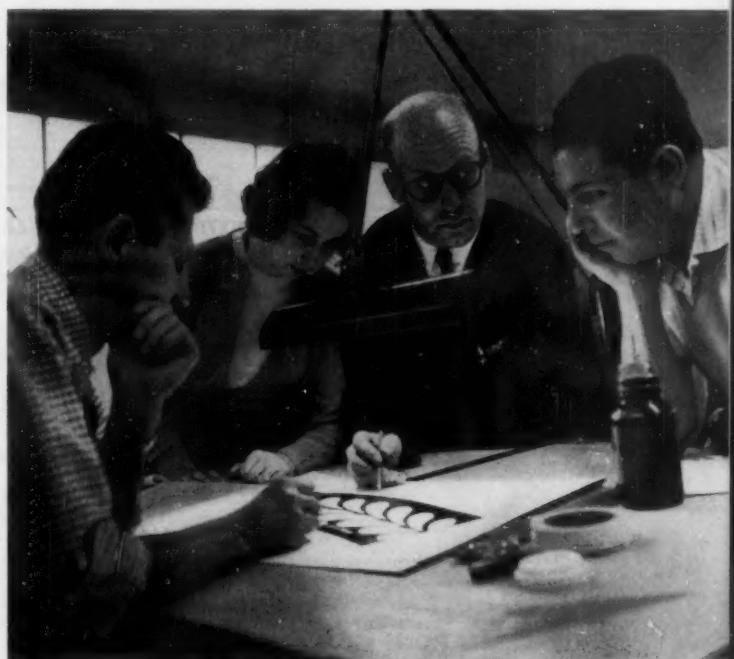
Monsanto supplies a large variety of Lustrex® styrene molding compounds to America's leading molders of plastics packaging.



LUSTREX: REG. U.S. PAT. OFFICE



Modern food merchandising at realistic prices can easily be accomplished through the available package designs provided by the plastics package molder. Lily-Tulip Cup Corporation molds all-plastic packages and a full line of plastic lids for Lily paper containers designed for many food products including dairy items, salads, seafoods and meats. There are many stock designs to choose from as well as custom designs to meet individual packager's requirements.



A complete range of customer services including package research, design and printing is offered to Lily-Tulip customers.

Carborundum's Product-Line Setup Pays off in New Sales Highs

A long, diversified line was segregated into logical operating divisions. A functional staff at headquarters serves in a planning and advisory capacity to these divisions. Result: Heightened efficiency at both staff and operating levels. "We've made it easier for customers to buy."

By STANLEY E. SMITH

The Carborundum Company's current annual statement reports a new high in sales for 1957. Volume: \$111.2 million, a 6% increase over 1956.

Approximately 13% of the 1957 sales dollar came from products developed and marketed within the past five years.

The same report notes a new high, too, in research activities. A third of this research concerns itself with the

development of more new products. Another third is devoted to "research pertaining to entirely new technology of the future." And the other third is going to "object-directed research affecting current technology." All of which adds up to evidence that the company is serious and purposeful about long-range planning.

In the fall of 1957 Carborundum purchased Pacific Abrasive Supply Co., said to be one of the largest dis-



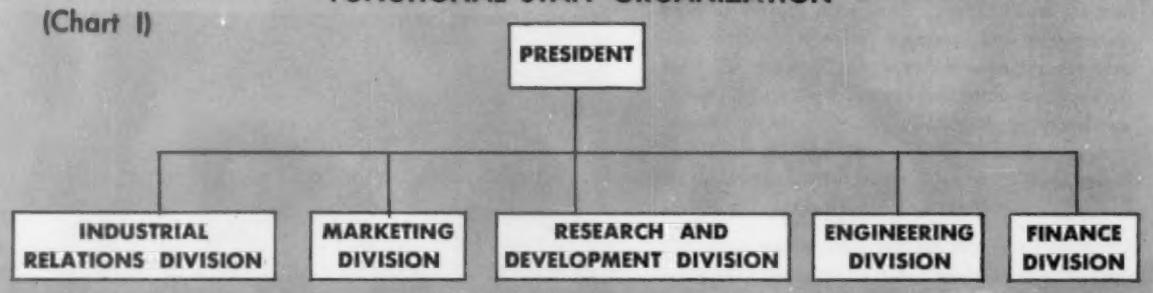
GEN. CLINTON F. ROBINSON, who became Carborundum's head man in 1952, resolved a seeming contradiction: he decentralized, moved operating responsibilities down the line . . . but achieved, at the same time, much tighter central management control.

tributors of abrasive products in the world. This firm has warehouses in Los Angeles, Santa Ana, San Francisco, and San Jose, Calif. The com-

(continued on next page)

(Chart I)

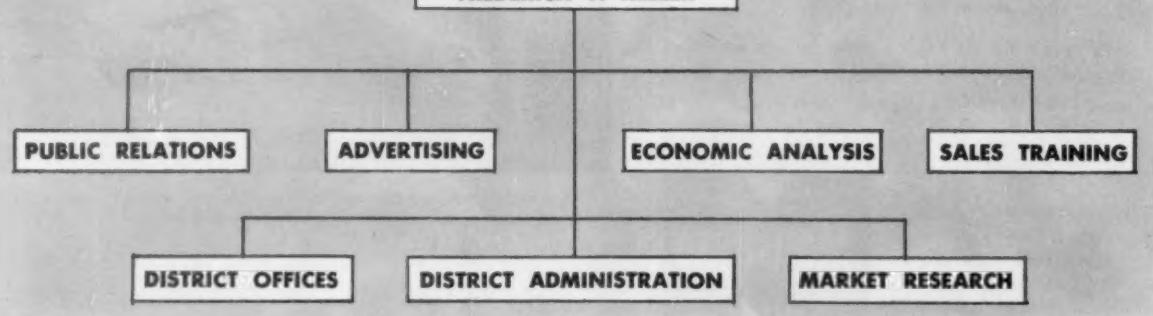
FUNCTIONAL STAFF ORGANIZATION



(Chart II)

ORGANIZATION OF THE MARKETING DIVISION OF CARBORUNDUM'S FUNCTIONAL STAFF

DIRECTOR OF MARKETING
FREDERICK T. KEELER



LOOKING FOR A **robust market** THIS YEAR?

Here are some pertinent market facts about the paper industry, rated No. 5* among manufacturers.

Paper and Allied Products (S.I.C. No. 26) is a \$6,000,000,000 market that is running a healthy 89% of capacity this year.

Paper consumption is holding up, too. The average per capita consumption of the industry's end product is 413 pounds—and going up. Payrolls and purchases are in proportion.

At a time when some industries are down from last year, paper and pulp is going along at a healthy rate. The long range outlook is even better. Authoritative studies indicate that demand for the industry's products will be 40% greater in 1965, 70% greater in 1975.

Top production, engineering and management men in the pulp and paper industry regularly read **PAPER TRADE JOURNAL**, the one publication in the field that gives them two kinds of news every week—industry news and production news.



**The five top manufacturing industries, as measured by value of shipments—motor vehicles, meat packing, steel, petroleum, paper.
Source: U.S. Department of Commerce.*

Paper Trade Journal

49 West 45th Street, New York 36, N. Y.

"the most useful paper"  

"500 responses,"
says...



STATE OF MINNESOTA
DEPARTMENT OF BUSINESS DEVELOPMENT
SAINT PAUL 1

Mr. Bernard T. Flanagan
Minneapolis Sales Representative
WALL STREET JOURNAL
1222 Baker Building
Minneapolis, Minnesota

February 25, 1958

Dear Mr. Flanagan:

You will be pleased to learn how successful the Minnesota Industrial Promotion Program is progressing as expressed through The WALL STREET JOURNAL advertising schedule.

As of this writing some fourteen ads have been run. To these we have received five hundred responses. This is truly unprecedented in our experience in the promotion of industrial location through space advertising. We are highly gratified and feel that you and your associate should feel likewise pleased.

One of the impacts of importance coming out of this program is that felt by the participating communities. When they receive, at regular intervals, the list of addresses we send them of those wishing to know more about Minnesota they are pleasantly astonished. They realize they now have what every ambitious community development organization most desires; namely, a live prospect list. It constitutes the most effective stimulation possible to further effort at self improvement.

Sincerely yours,

J.W. Clark
J. W. Clark
Commissioner

JWC:ns

Broad-Shouldered Medium for Broad Results

Wall Street Journal advertisers in every field have learned through profitable experiences that The Journal's dynamic, executive-pulling power provides them with a responsive, sales-producing audience. Whether they're advertising industrial sites, a product or service, The Journal carries the message right to their best business prospects. The Journal is rated first in usefulness and importance by America's recognized top executives . . . the men who have the multiple-decision responsibilities. Take advantage of this prime purchasing market and see why something really happens when you advertise in The Wall Street Journal.

Circulation—Over 530,000

THE WALL STREET JOURNAL

published at:

NEW YORK, 44 Broad St. and WASHINGTON, D.C., 1015 14th St., N.W. • CHICAGO, 711 W. Monroe St.
DALLAS, 911 Young St. • SAN FRANCISCO, 1540 Market St.

pany has long been a distributor of Carborundum products.

The company explains the move: "This acquisition will strengthen the company's marketing activities on the West Coast and enable the management to understand better the important marketing functions performed by its many industrial distributors."

Behind the facts and figures lies a change in management setup to establish a decentralized corporate setup and to strengthen the marketing operation.

According to the dictionary, the term "decentralization" means the distribution of power, with the result that the central agency has less control over its member organizations. Apparently, Carborundum doesn't believe in dictionary definitions. For when Carborundum, with headquarters in Niagara Falls, decided to decentralize its tremendous organization, composed of 31 plants in 9 countries, one of the objectives was to gain more solid management control. The objective was attained, and no one could be happier about the apparent paradox than the people at Carborundum themselves.

Ten years ago, before Carborundum launched into its long-range plan of decentralization, the hot breath of competition could be felt on the back of its corporate neck. Its president and board of directors faced one basic fact: Carborundum had simply reached a point where it was unwieldy and inefficient in its control of manufacturing and marketing. Here is what they were confronted with:

a. A diversity of products, ranging from every conceivable form of abrasives to non-metallic heating elements; from tiny electrical resistors to super refractories for use in giant rockets. About half of these products were, and still are, made to customer specification, and many of them are dependent for their marketability on constant research and development.

b. Numerous production methods and processes.

c. A great variety of markets, from individual consumers to the U.S. Government.

d. An international structure embracing six continents.

In order to keep its products fully competitive, Carborundum executives believed it was necessary to reorganize the company along specific product lines.

Each of the operating divisions and subsidiaries, most of which manufac-

ture different products, was made relatively autonomous, with responsibility for product development, marketing, finance, engineering and industrial relations in its own hands. Final control of company policy remained in the central office. These results, among others, were anticipated:

- a. A greater concentration of basic research and development of new products.
- b. More specialized advertising and sales promotion.
- c. More efficient sales organization with specific product training.
- d. Better customer service.
- e. More precise definition of responsibilities.

The decentralization move had already begun when General Clinton F. Robinson took the reins as company president in 1952. However, it was Robinson, a former member of the War Department General Staff and the War Production Board, who accelerated the program and brought it to completion. Now all of the operating divisions are more or less on their own, with their heads reporting progress to the president.

What difference has this change made in sales since General Robinson's tenure? Here are the figures:

	<i>million</i>
1948	\$ 46
1949	42.5
1950	70
1951	78
1952	70
1953	85.5
1954	74.5
1955	93
1956	105
1957	111

Playing a key role in the new organizational structure is a Functional Staff, which has its headquarters in the administration building in Niagara Falls, N.Y. This Functional Staff (see charts, page 68) has separate units which correspond exactly with the administrative departments of the various operating divisions and subsidiaries. It has three main functions: that of servicing these outlying plants in the development of policies and programs, providing consultation, and carrying out programs and activities which are inherently overall company responsibilities as distinguished from specific responsibilities of divisions or subsidiaries.

But how, you may ask, does this bring about the more solid management control which was one of the

HOW TO INCREASE YOUR SALES PRESSURE

If you're looking for a surefire way to get more sales steam from your advertising dollar, look to *The Wall Street Journal*. The Journal is an economical medium that does more for its advertisers by doing more for its readers.

The Journal is rated first in usefulness and importance by America's recognized top executives. This "class-in-mass" circulation is alert to the needs and opportunities of finding a better product or service. They respond to what they read in their favorite source of business information. When your advertisement appears in *The Journal*, a chain of action-stimulating events takes place. They have the authority to advocate, endorse, decide.

Here's an advertising medium that sets a climate of action for its advertisers. By bringing together buy-minded executives and sales-minded advertisers, something really happens. This is sales pressure at its boiling best. To really start things moving in your direction, advertise in the medium that specializes in results . . . *The Wall Street Journal*.

THE WALL STREET JOURNAL

Published at
NEW YORK & WASHINGTON, D. C.
44 Broad St. 1015—14th St., N.W.
CHICAGO—711 W. Monroe St.
DALLAS—911 Young St.
SAN FRANCISCO—1540 Market St.

A Scrambled Line Is Unscrambled

This is how Carborundum Co. pulled together, under a divisional operating plan, the widely diversified line of products the firm manufactures. A large proportion of these products are made to customer specification.

ELECTRO MINERALS DIVISION: Crude silicon carbide, crude aluminum oxide, abrasive grains and optical powders, tumbling nuggets, metal additives, boron and other carbides.

BONDED ABRASIVES DIVISION: Complete line of organic and inorganic bonded abrasives, grinding wheels, abrasive stones, sticks, segments, and pulp stones.

COATED ABRASIVES DIVISION: Complete line of coated abrasives, sheets, rolls, belts, discs, cones, sleeves, etc.

REFRACTORIES DIVISION: Super refractory bricks and special shapes, porous media, super refractory cements, kiln furniture and special ceramics such as rocket nozzles, fused cast refractories, non-metallic heating elements, resistors and electronic components.

Also products for electrical and electronic applications, assemblies, ceramic parts, thermal shock resistant ceramics, temperature compensating ceramic dielectrics, printed circuits, Kovar-glass seals and sealing alloys.

CURTIS MACHINE DIVISION: Abrasive belt machines and devices for coated abrasive applications.

THE AMERICAN TRIPOLI CO.: Tripoli used in buffing and finishing compounds.

THE CARBORUNDUM COMPANY OF PUERTO RICO: Bonded abrasives and ceramic electrical components.

original company objectives? Let's take the Functional Staff's Marketing Division, for example. Director of the division is Frederick Keeler, a keen, intense man whose rimless spectacles give him a scholarly appearance. Keeler's bailiwick includes public relations, advertising, economic analysis, market research, sales training, and operation of the company's district sales offices and warehouses.

Each division has worked out a five-year plan in cooperation with the president, the board of directors, and the Functional Staff. General Robinson describes his five year plans as

"sliding," inasmuch as the annual review may revise the overall program. "It is the most detailed and exact during the first two years of the period," states the General. "The following years are based on trends, which are actually the best estimates with respect to sales dollars and economic estimates available to the company.

To see how the new situation looks from one of the operating divisions, we can observe the activities of Fred Scott, sales manager of the Bonded Abrasives Division. In addition to keeping surveillance over recruitment,

training and promotion of divisional sales personnel, and preparing market analyses for all of his divisional products, he must supervise customer service, and direct a field sales force through Field Sales Managers.

Scott develops his own programs of sales promotion and his own operating budget for the Bonded Abrasives Division. This he does in consultation with members of his own staff and, when necessary or expedient, with Keeler. His final drafts for the next year, developed to fit into his five-year plan, are, of course, submitted to the Functional Staff and to the president for approval, but by and large the basic decisions are his to make and carry out.

On the local or regional level, central control becomes even more apparent. There are 12 district offices in the U. S., each serviced by a warehouse. Although Fred Keeler has administrative control over all of these district sales offices, the operating divisions of the company are represented by a field product sales manager, who has a sales group directly responsible to him. Since each warehouse stocks an average of 3000 items, it is fairly obvious that this specialization along specific product lines is absolutely necessary to efficient sales functioning.

Streamlined Stock Control

Keeler keeps tabs on all 12 warehouses, which turn in an average of 1,000 orders a day, by a centralized order control system. Recently, this has been streamlined in six districts by the installation of the Remington Rand electronic data processing system, "Univac." (Carborundum is the first major company, according to the Rand people, to adapt their electronic device to sales on a major scale.) All sales orders and invoices are processed automatically by the Univac within 24 hours, which means that headquarters knows precisely the inventory situation at six warehouses in that short period of time. All other sales districts will soon be included in the system.

What has happened in Carborundum through decentralization, then, is that although each operative division has gained virtual autonomy, allowing it to develop along its own specialized line, it is guided and ultimately directed in overall policy by a central office. Through it, the central office has attained faster and more valid bases for management decisions. But perhaps the most effective change it has wrought is embodied in Fred Scott's remark that "now Carborundum is easier to buy from." ♦

SELL THESE 349,508 "MEN-OF-ACTION"

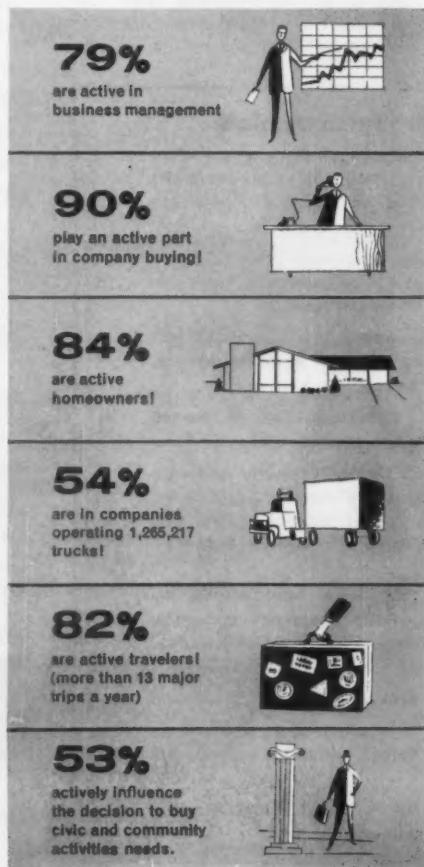
Only the ROTARIAN brings your sales message to this concentrated "action audience"

and . . . this "man-of-action" has an average income of \$14,429 to make him an active customer for automobiles, insurance, sporting goods and stock and bond investments.

THE ROTARIAN reaches 349,508 "men-of-action" at the low, low cost of only \$3.78 per thousand! SEND FOR YOUR FREE COPY OF Market Facts, Inc., complete study of the ROTARIAN reader—the man who can buy your product—today!

The Rotarian

An International Publication
1600 Ridge Ave.,
Evanston, Illinois





ONLY PITTSBURGH! *Can do so many jobs so well!*

To paraphrase U.S. Steel's slogan: "only Pittsburgh can do so many jobs so well." For U.S. Steel is one of the world industrial giants that provide strength and stability to help make Pittsburgh America's eighth market. The Post-Gazette, too, has shared in and aided the growth of this market of 3 million people. Oldest newspaper west of the Alleghenies (it was founded in 1786), the Post-Gazette mirrors the drive of this great and growing market. It's the only daily newspaper in Pittsburgh to set all-time advertising highs in six of the past seven years. Why not use it to build your sales, too!

IT COSTS LESS
TO SELL MORE IN THE

Pittsburgh Post-Gazette



REPRESENTED NATIONALLY BY
MOLONEY, REGAN AND SCHMITT



Packaging showmanship

**sell it in
STYRON**

What makes sales slips longer than shopping lists? . . . Impulse sales created by the visual appeal of Styron® plastic packaging.

Plastic containers made of Styron can give any product new merchandising advantages. Whether cheese or chess sets, this sparkling clear packaging makes things look too good to pass up. What's more, complete protection is assured, and that means repeat sales.

Let Dow Packaging Service help you choose the right container from the hundreds of standard shapes and sizes . . . opaque, crystal clear or in colors . . . imprinted or ready for your label. We'll help put your product on more sales slips.

The Dow Chemical Company does not fabricate finished packages,
but rather is a raw material supplier to leading manufacturers.

FROM AMERICA'S FIRST FAMILY OF PACKAGING MATERIALS . . .



pays off here

sell it in

SARAN WRAP

When it comes to flexible packaging, sales prove the power of Saran Wrap*. Here is visual appeal, unfailing protection and sure sell unmatched in packaging films . . . and demanded by today's self-serve merchandising.

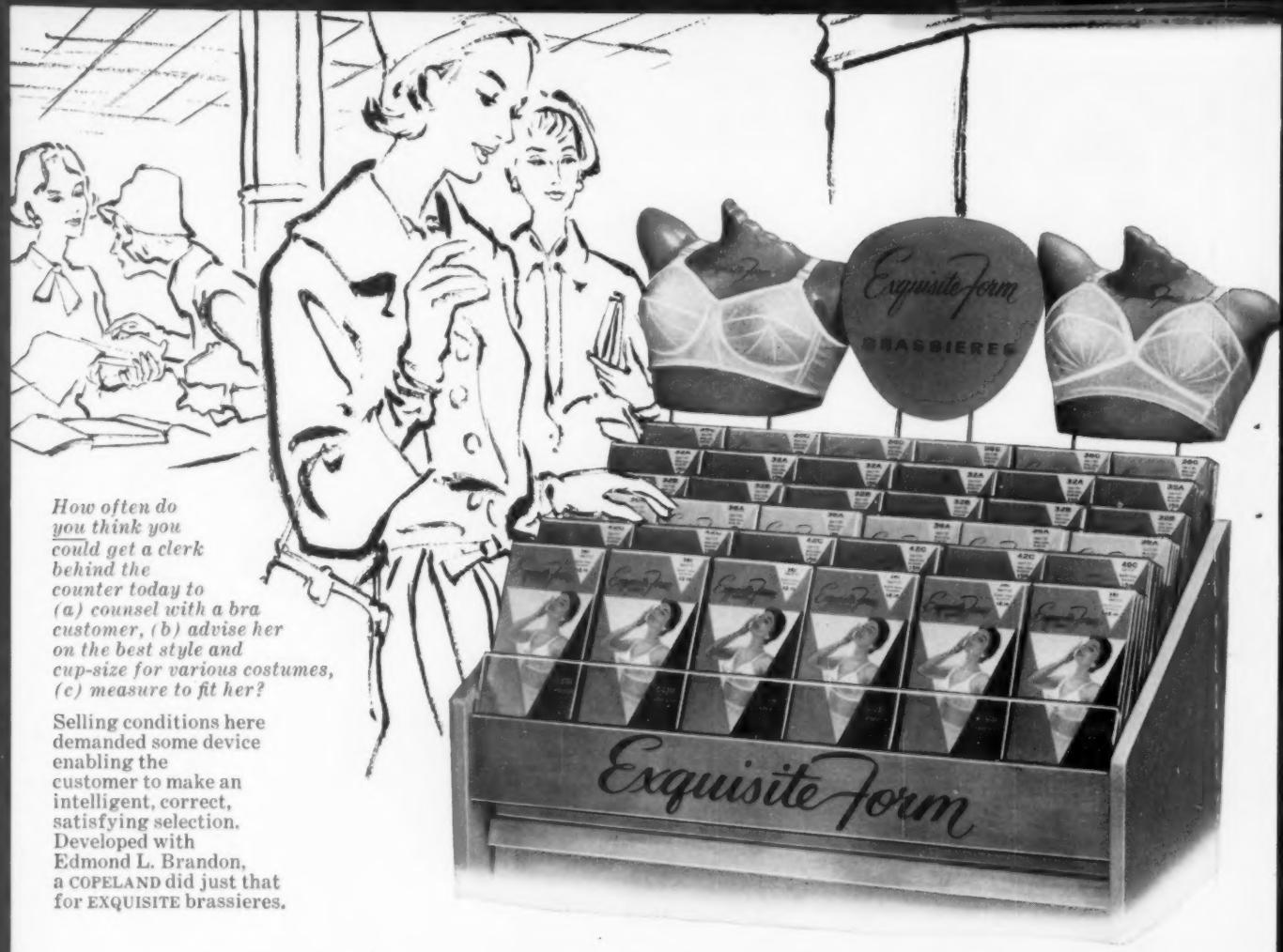
Saran Wrap is crystal clear . . . satin soft . . . gives no hint of the toughness that keeps packages looking their best in spite of customer handling.

If your product calls for flexible packaging, call on Dow Packaging Service for help in creating sales with Saran Wrap. And remember, this is the same Saran Wrap used by millions of American housewives! THE DOW CHEMICAL COMPANY, Midland, Michigan, Plastics Packaging Service 1731C.

*Trademark of The Dow Chemical Company

YOU CAN DEPEND ON





How often do you think you could get a clerk behind the counter today to (a) counsel with a bra customer, (b) advise her on the best style and cup-size for various costumes, (c) measure to fit her?

Selling conditions here demanded some device enabling the customer to make an intelligent, correct, satisfying selection. Developed with Edmond L. Brandon, a COPELAND did just that for EXQUISITE brassieres.

WHAT! FLOOR SALESPEOPLE NOT PUSHING YOUR BRAND?

Put a **COPELAND** *in their department!*

Some of our biggest clients faced this same problem.

Like them, you may have worried about the trend in retail sales...too many "waiters on", too few "sellers to" the public. Maybe you have built up acceptance for your product...

...only to watch it fizz out at the point of purchase!

Where the clerks won't push, let a COPELAND lead.

A COPELAND will put your prod-

uct where it can be seen by store traffic. But it will do more! A COPELAND will present your product to the consumer the way you wish a sales clerk would do it.

Not just your package...but the points about the product! What it will do for the user...or the superiority of its ingredients...or its many uses...or its price advantage...or a special deal. Whatever you'd like sales clerks to say, your COPELAND will sell. And most

clerks welcome a COPELAND's help.

You must produce your profit at the point-of-purchase. Let a COPELAND make sure your product is pushed! (Made...in quantity...of permanent materials...metal, plywood, glass.)

Send for "All You Need to Know about Point-of-Purchase"...an authoritative folder showing how well-known companies have met and mastered selling-situations like yours. Write, wire or telephone our Mr. Krebs.

COPELAND

Displays, Inc.

537 West 53rd Street, New York 19, N. Y.
CO 5-5621, 5622, 5623



Rep's Kit Sells a Concept, Not a Rash of Statistics

When it begins raining statistics—it usually pours. Especially when you're trying to sell broadcast media.

But Peters, Griffin, Woodward, Inc., radio and television station representatives, have come up with a new sales presentation kit which steers clear of statistics. Its job: "to educate advertisers and agencies about the use of spot radio as a primary advertising medium"; to develop *new* business.

Once this is done, *then* the PGW Radio Colonels (salesmen) will pull out statistics to back up the stations they represent (approximately 32 radio and 32 TV).

This unique desktop presentation, designed by PGW's Lud Richards, manager of New York radio and sales development, combines a live salesman with recorded sound and sight. From eight to ten slides and a like number of tape-recorded segments are incorporated into the salesman's presentation.

Here's how it works: The salesman will display the slide of a print advertisement with the copy blocked out. Then he'll show the copy blocks. He says:

"Pictures without words are generally meaningless. But words carry with them their own meaning. And

when combined with appropriate music and sound, often can create vivid mental pictures. Here's an example:"

He then pushes a cartridge of tape into the Mohawk Message Repeater in the case. A highly original words-music-sound commercial for Ralston Rice Chex comes through the speaker.

At another point, the salesman will describe the radio commercial's main objective as being "to implant an idea in the mind of the public." Here he will refer to Franklin D. Roosevelt as being "the best salesman radio ever had — regardless of your political beliefs."

With this, the voice of the late president is heard saying, "The only thing we have to fear is fear itself."

The point: Each person who heard that statement had his own concept of fear. For that reason, the abstract words *did* create a strong mental picture within each individual listener. According to the salesman, the same is true of radio commercials.

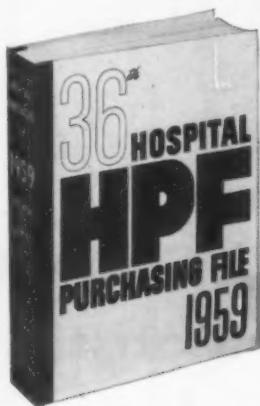
The 20-minute presentation is designed to create an objective interest in spot radio on the part of advertising decision makers. It is *not* for presentation to time buyers. In describing why spot radio should deserve emphasis in advertising programs, the commentary includes the following reasons:

1. Radio has the ability to introduce your product idea where no other media can go.
2. Radio creates the most effective type of picture, the personal mental image, by taking the most direct route to the mind's eye.
3. Radio achieves a high degree of prior interest or familiarity.

Two of these effective presentation kits are now in use by PGW. Each costs about \$500 to produce. The mes-



CLOSEUP: Lud Richards, center, manager of New York radio sales development for Peters, Griffin, Woodward, gives Lee Rich, vice president/director of media for Benton & Bowles (left) and John Frances, PGW account executive, a closeup look at the sight and sound sales case which he designed for the station reps.



here's where hospitals compare and select

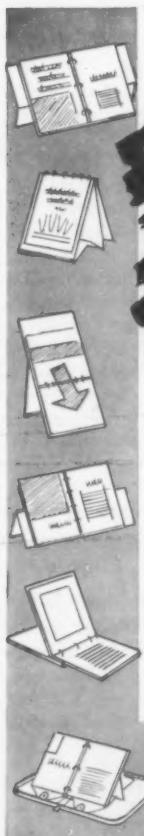
be sure your catalog
is on file to help them
choose your product

HOSPITAL PURCHASING FILE, since 1919, has been the standard product finding source in the hospital market—assures economical and complete distribution of your catalog of hospital products to those who make buying decisions—plus 94+% retention up to the point of purchase. Less in total cost and far more effective than individual catalog distribution. Ask for proof of retention and proof of use. The 1959 Edition is now in preparation—plan to file your catalog here to serve throughout next year. Catalog reservations close mid-summer 1958. Write NOW for catalog filing prices.



HOSPITAL PURCHASING FILE

Purchasing Files, Inc., 919 N. Michigan Ave., Chicago 11, Ill.



SALES BINDERS
THAT MAKE IT EASY FOR
YOUR PROSPECT TO SAY "YES"

SALES PRESENTATION—Will make your sales story more interesting and effective. A patented design to fit every need—from stock—in many sizes. Specials, too.

CATALOG—Sturdily bound, with RING—Every style of ring available—give your able in a range of covers from paper through genuine leather.



DECORATION—
Eye appealing design and decoration start your message off on the right foot.



Sales Tools, Inc.

1704 W. WASHINGTON BOULEVARD, CHICAGO 12, ILLINOIS REPRESENTATIVES IN PRINCIPAL CITIES

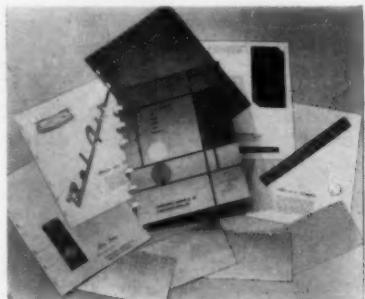


sage repeater is a product of Mohawk Business Machines Corp. The opaque slide viewer is of PGW design. The case carrying the equipment was produced to PGW specifications by Kay Sherman Luggage Co. Approximate weight: 22 lbs.

A Metal-Bound Presentation

This unusual handmade book was prepared by Etched Products Corp. and Electro Chemical Engraving Co., Inc., (affiliated companies) of Long Island City, N. Y.

The book was presented to at-



tendees of General Electric Company's Value Analysis Seminar and at a meeting of designers and engineers of General Motors Corporation's Frigidaire Division. The book was designed to show the various processes of the two companies and how they could be utilized by GE and GM.

The front cover, a plate of satin-finished rich low brass, was finely etched in a modernistic design with four enamel-filled colors. Covers were semi-personalized to identify the particular group receiving the books.

A sheet of .032-gauge aluminum, anodized in sparkling blue, formed the back cover and illustrated the Rolbos technique of roller embossing, used to produce the overall fine-textured weave. Heavy-duty paper sheets throughout the book carried actual pieces currently being made for major manufacturers of automobiles and appliances—Kolfor coined letters, script and emblems.

Handy precision steel rules and decimal tables, etched and enamelled by Electro-Chemical and Etched Products processes, were also included, as was a specially-made key chain, with a G-E or Frigidaire emblem on the fob. Reprints of current advertising were interspersed throughout together with catalog sheets and problem-solution sheets illustrating other adaptations of the available production techniques.

The book was designed by Rick Marrus Associates, New York, N. Y.

How to get a plug on the party line

Farmers can't gossip over the back fence like city folks for they may live a mile apart. But "party line" phones serve the same purpose. When farmers get on the "line" they usually talk farming, exchange opinions of products and practices. Many buying decisions are not only influenced—but actually made—on the party line.

Most companies selling the farm market would like to develop this "party line preference" for their products. But many companies have trouble doing so: competition is keen, and farmers are cautious buyers. And yet—

Eighty per cent of our agricultural clients are the sales leaders of their respective industries.

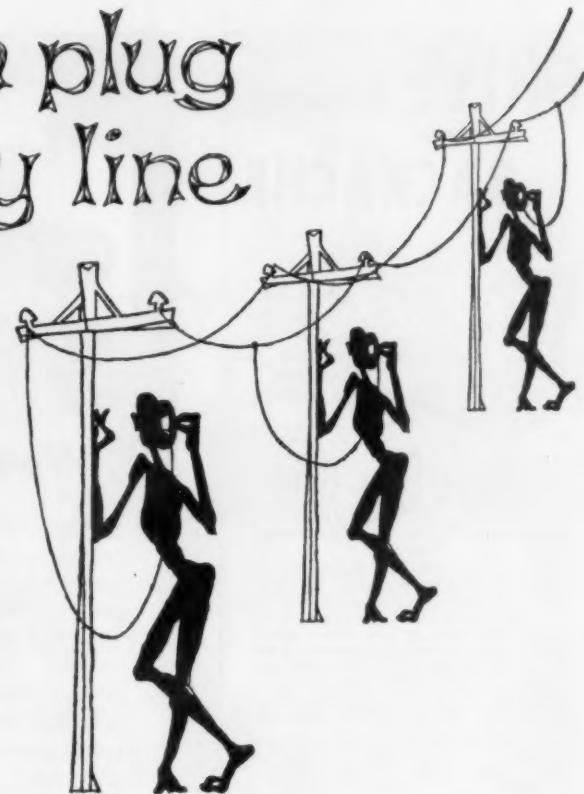
Obviously advertising can't do this job alone. It takes alert, hard-hitting selling (and superior products) to maintain sales leadership. But clients will tell you that our ads—every one of which was written by farm-trained people, on facts gathered first hand on customers farms—did their share to boost sales.

Are we trying to claim some secret formula for agricultural advertising?

Far from it. With us advertising is a serious business . . . and we believe advertising works best stripped of hocus-pocus.

We think our agricultural advertising has succeeded primarily because it is in the hands of people who know the business of agriculture—and the business of advertising.

So, when our agricultural people build a farm campaign, they build it on the current facts of farming, and in the language of farming. And they use every selling tool available. A good example is our recent Farm Editors Forum. This was a different kind of press conference where clients demonstrated their new products to farm editors not in a hotel auditorium, but on a 240 acre dirt farm. Editors attending represented farm and business publications, radio and TV



stations from both North and South America. Result—many of our clients' products got an added plug on the "party line."

Farm advertising is one of four kinds of accounts in which we specialize. Others are consumer durable goods, industrial products, and the financial and service industries.

We approach each in the same way—and with similar success. Forty-one of our clients are leaders in their fields.

**Marsteller, Rickard,
Gebhardt and Reed, Inc.**

NEW YORK • PITTSBURGH • CHICAGO • HOUSTON
AFFILIATES
PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

DRIVE Refreshed WITHOUT BACKACHE



THE POWER OF ENTHUSIASM IN SELLING

a powerful 16mm. sound motion picture
for motivating salesmen and dealers

You can add dramatic impact to your next sales meeting or convention by using this popular film. It dramatizes the fact that the difference between a top producer and an average salesman is largely based on sincere enthusiasm built on a solid foundation of knowledge—the kind of enthusiasm that sets a man on fire and communicates itself to those with whom he is dealing.

Immediate delivery of prints on rental or purchase.

Send for FREE film catalog

DARTNELL

HEADQUARTERS
FOR SALES
TRAINING FILMS

4660 Ravenswood • Chicago 40, Ill.

Mail Promotion

By JANET GIBBS

Sales Promotion and
Direct Mail Counsel

Wanted: One Crystal Gazer?

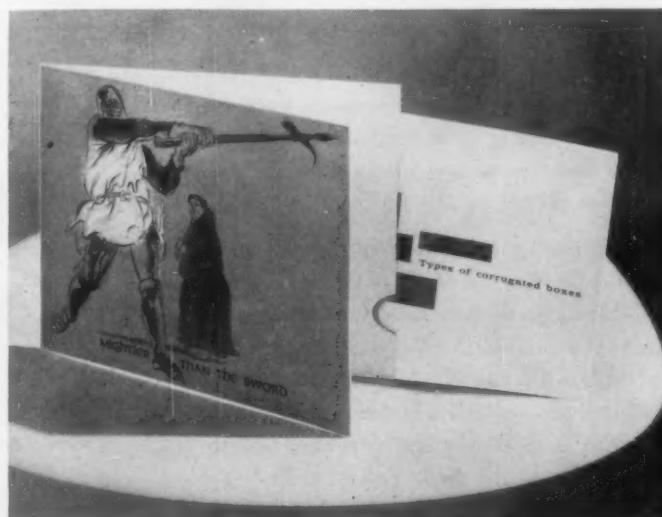
Many mailers seem to need one when they ask for management approval of a mail promotion budget. For, faced with the same old questions—what percent of returns can we expect or what did we get out of the last program? . . . just what's in it for us?—they think they need a crystal gazer to find an answer.

Some answers are to be found in past experience, especially if orders or inquiries were solicited. But what happens when you set out to prove readership and the value of mail promotion as straight promotion? Here's what one successful mailer did.

The Problem: Union Bag-Camp Paper Corp. sales and advertising executives were asked to prove the effectiveness of a specific direct mail campaign. It was used to build customer confidence in Union's line of corrugated boxes, not to solicit inquiries. (Although the benefit is intangible, this is one of the prime uses for direct mail.)

The Program: 12 monthly mailings were made to a highly selective list of 3,000 leading customers and prospects for corrugated boxes.

To insure high readership, a costly, colorful and unusual format was developed. It consisted of a folder in which was included a separate insert similar to this.



SOME "APPROACHES" TO SALES AND ADVERTISING MANAGEMENT



The "Whirling Dervish" Approach. Breakfast in Flagstaff . . . lunch in Tacoma . . . dinner in Boston. Earns "E for Effort."



The "Admiral Farragut" Approach . . . very dramatic "Drat the torpedoes, etc." It is always a jin-dandy when it clicks!



The "Rodin's Thinker" Approach. Requires Einsteinian cerebration. Splendid prerequisite for a Featured After-Dinner Speaker.



The "Rumor" Approach. Tremendous suspense and loads of fun. Everyone from the new, temporary office boy can participate.



The "Labor-Conquers-All" Approach. Best for autobiographical purposes, especially if subject was born in a Missouri log cabin.



The "ACB" Approach. Observe the advertising support of retailers—your own and competitive in 1,393 major market centers.

Why the "ACB Approach" makes sense to more than 1,100 companies

ACB Services remove much of the uncertainty and "lost motion" for sales and advertising men.

The condensed factual information contained in these Reports points out strong and weak spots in distribution, sales effort and dealer loyalties, as evidenced by newspaper advertising.

ACB reads every daily/Sunday newspaper advertisement published. As it reads, it "flags" the ads that an ACB client has specified as being of value. Then it tabulates the size and content of these ads into concise reports, if so ordered.

A few minutes with an ACB Report will reveal all the advertising activities of every jobber, retailer or salesman—your own or competi-

tive—in the 1,393 market centers of the country.

Thus, you obtain a clear, coherent picture of what is taking place in each city. For here, hidden from you by a curtain of distance, more money is spent in daily/Sunday newspapers than in magazines, television, radio and outdoor advertising combined!

ACB Report Services are completely factual. They are upwards of 95% complete and accurate. They reach you promptly. They are used by more than 1,100 firms—large and small. The costs of these services are moderate and so divisible that no one is "priced out."

See our 48-page free catalog describing all 14 ACB Services. Or, contact our office nearest you.



The ADVERTISING CHECKING BUREAU, INC.

New York (16) 79 Madison Ave. • Chicago (3) 18 S. Michigan Ave.
Columbus (15) 20 South Third St. • Memphis (3) 161 Jefferson Ave.
San Francisco (5) 51 First St.

ACB READS EVERY ADVERTISEMENT IN EVERY DAILY NEWSPAPER

When the
"Signs" are right . . .

YOU GET RESULTS!



Sales results can be pretty exciting, too... when you go prospecting for customers with signs by Texlite. That's when excellence tells... both design excellence and product excellence. Whether your sales plan calls for 10 or 10,000 signs, whether porcelain enamel, plastic or combinations of material will be most practical... you'll find that Quality signs by Texlite can bring you more customers, at less cost per customer, than any other sales tool you can use. Four hundred technically skilled, experienced craftsmen and the complete resources of a modern, 160,000 square foot plant are at your design and engineering service.



See how
others have
used signs
by TEXLITE
to gain sales
objectives . . .

This 20-page, beautiful full-color booklet shows 101 signs built for some of the nation's most successfully sales-minded companies.

Request your free copy on company letterhead.



Builders of Quality Signs Since 1879

3309 MANOR WAY • DALLAS, TEXAS

Offices in Principal Cities

Mail Promotion (continued)

The single theme used throughout was based on the Medieval Knighthood era to dramatize the idea of protection as it related to corrugated boxes! Illustration and copy tied in with the theme. And in every case the insert was an educational folder covering the fine points of box manufacturing. The quality of the folder and insert, the illustration and copy created the feeling that Union Bag-Camp was a sound and skillful company to do business with. This was an example of institutional selling. No inquiries were solicited.

The cost hit about \$1 each per mailing, some \$36,000 for 12 mailings to 3,000 known users of corrugated boxes — a big chunk of the budget that management challenged when the question of continuing the campaign came up. This led to the decision to audit results!

Procedure for Auditing Results: Using an outside research firm Union Bag-Camp went in search of information by which to measure the program, percentage of readership, reaction to the campaign and the degree of interest it aroused in both product and company.

Research Procedure: For fast action it was decided to use a letter, questionnaire and reply envelope format. Copy was short, easy to answer, had a direct approach designed to get information — not just complimentary answers. Questions were not "loaded."

The letter was processed, with a matched, personalized fill-in. It offered no reward or gift (a device often used to increase the number of replies) other than the knowledge that the reader's advice could be significant in helping to improve or expand Union's information pipeline. This, of course, would result in an improved campaign and more valuable product knowledge.

The questionnaire was a simple form multigraphed on colored paper. At right are questions asked. They are negative in approach; so keep this in mind when you consider the surprising number of responses and the kind of informative help they brought.

Research Results: Of the 3,000 executives receiving the questionnaire, 773 responded. This (26%) is well over the average percentage of returns, proving a very high rate of interest among buyers in this campaign. Five out of six reported seeing all or some of the mailings. The majority saw *all*. The comments — both positive and negative — prove attention value and document reasons for continuing the program.

On the question of helpfulness, 59% of those replying found the mailings generally helpful; 41% disagreed. BUT the answers to other questions showed Union Bag-Camp how to make important

May we have your comments . . .

about the "Knighthood" mailing pieces featuring the story of Union corrugated shipping containers? Your individual opinions and suggestions will be valuable in helping us determine the type of information that is of most benefit to you. Thanks.

1. I never look at them.
 I sometimes look at them.
 I see them all.
2. The information in the pieces is
 generally helpful.
 not helpful.
3. After I have seen them, I route each mailing
to file
to other people in my company
to the waste basket
4. The technical material
 isn't detailed enough.
 is too detailed.
 is fine for my purposes.

Are there any particular areas in the manufacture or use of corrugated boxes you would like to see covered? Please list in order of importance.

A B
C D

Other comments?

When you've filled in the sheet simply enclose it in the attached, stamped envelope and return to UNION BAG-CAMP PAPER CORPORATION
233 Broadway
New York 7, N.Y.

improvements in the campaign. For, of those classifying the material as "not helpful," a majority (53%) said the technical material was not detailed enough. (This figure is sharply higher than the 26% for the total survey or the 16% for that group who found the mailings generally helpful.)

Of all who replied, 14% (107) made suggestions for areas to be covered in future mailings. In all, 146 suggestions were received. Of these, 22 were from among those who hadn't found the first mailings helpful — but still they were interested enough to suggest improvements!

Replies in the "comment" section helped too. Most of the positive comments were of a general nature — 19 stressed helpful or informative values. Half of the negative comments concerned mainly the impression of expense . . . for these mailing pieces were costly.

Instead of further detailing reactions to the other questions, let's find out what the "audit of returns" on the program proved.

Is mail promotion efficient? The small number of returns by the post office, the requests for list changes, etc., indicate Union is reaching known prospects with little waste circulation. The percentage of response to the research mailing, and an admitted readership of more than 85%, show that the direct mail approach is paving the way for personal salesmanship effectively.

The cost of \$1 per mail call is tiny compared with the cost of a personal sales call. And it reaches top executives *every time!*

More time for Selling when he "talks away" reports, memos, letters!



Now...dictating
machines are
**REALLY
PORTABLE**

with House Current Anywhere!

110 VOLT, A.C. FROM A
CAR BATTERY, WITH A

terado Trav-Electric
MOBILE POWER CONVERTER



"Supreme" converter provides
175-200 watts, A.C., filtered
for recording and dictating

Converts 12 volt battery current to 110 volt, 60 cycle A.C. . . . handy remote control switch included. Other models, from 35 to 200 watts, powered from either 6 or 12 volt batteries. Prices as low as \$21.95.

A.C. CURRENT FOR MANY USES

Trav-Electrics also power P.A. Systems . . . Test Equipment . . . Hi-Fi Sets, Portable TV . . . Radios . . . Phonographs . . . Lights . . . Soldering Irons . . . Electric Drills . . . you name it.

If Your Office Supply Dealer,
Electronic Parts Dealer or
Jobber Cannot Supply You, Write:

terado COMPANY

Designers & Mfrs. of Electronic Equipment Since 1927
1061 Raymond Ave., Midway 6-2514, St. Paul 14, Minn.

IN CANADA: Atlas Radio Corporation Ltd.
50 Wingold Avenue • Toronto 10, Ontario



how to dress up YOUR CATALOGS at lower cost

Appearance counts. Practicability counts. Flexibility, durability, economy count. And you can have them all if you use Accopress Binder covers for your catalogs.

Accopress Binders come in 5 colors, may be printed or embossed as you wish. They're loose-leaf, lie flat, open flat, stand plenty of handling, can be expanded as desired, have no expensive, space-wasting mechanisms. Their low cost is famous. Write us your needs or ask your stationer to show you the complete Acco line for keeping papers together and *safe* in every department of your business.



The Accopress Binder combines loose leaf convenience, large capacity and economy. Ideal for Catalog Covers.

When transfer time comes just slip the bound papers from the Accobind Folder. Insert a new Acco Fastener and the Folder is ready for another year's filing.



ACCOBIND folders
ACCOPRESS binders
PING-PRONG binders
(for marginal multiple punched forms)
ACCO clamps
ACCO punches
THE ACCOWAY SYSTEM
(for filing Blueprints and all large sheets and other filing supplies)

ACCO PRODUCTS

A Division of NATSER Corporation

Ogdensburg, New York

In Canada: Acco Canadian Co., Ltd., Toronto

Sales Promotion Idea File

By **LARRY SCHWARTZ**
President
Wexton Advertising Agency

The Slim Gourmet's Soup Book — by Martin Lederman. How to concoct over 500 different soups from five basic canned soups.

Come North With Me — autobiography of Bernt Balchen, explorer, pilot and adventurer, co-pilot on Byrd flights and expeditions, World War II colonel who evacuated 5000 Norwegian pilots and soldiers to England on secret OSS mission.

How To Get Into College — by Frank H. Bowles, director, College Entrance Examination Board.

Best Sports Stories — 1958 — the year's best newspaper and magazine sports writing and photographs.

Airpower — by Maj. Gen. Albert Boyd, former Deputy Commander, Air Research and Development Command, U. S. Air Force; an illuminating report on the strength of our defenses and on what the future holds.

Best Detective Stories of the Year — the cream of the year's short detective fiction, by well-known writers.

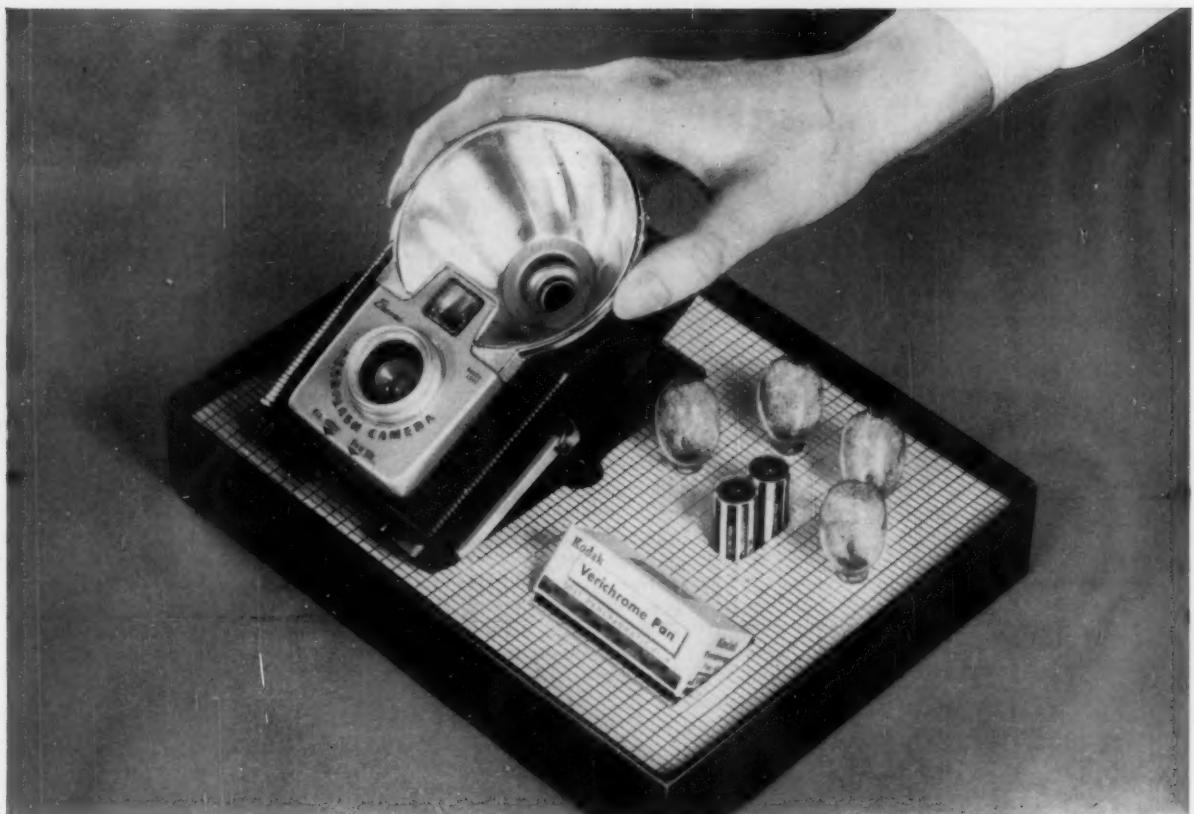
Lincoln's Speeches and Letters — a new selection edited by the director of publications of the Chicago Historical Society and a foremost expert on Lincoln and the Civil War.

Tales From Shakespeare — by Charles and Mary Lamb, issued as a Children's Illustrated Classic.

For further information, contact W. E. Larned, Vice-President, E. P. Dutton & Co., 300 Fourth Ave., New York 10.

How to Make Sure Your Letters Will Be Read

In place of the usual corner card on its envelopes, one enterprising company imprinted the following mes-



Brownie Starflash Outfit—\$9.95 list, now available in colors. Other items in Kodak's full line of equipment list from \$3.95 to \$850.

Most-wanted...because it's by Kodak!

Want more "get up and sell" for your promotion dollar? What you need is the right premium—a Kodak premium!

Low-cost Brownie cameras . . . exciting Kodak miniatures . . . Kodak and Brownie movie cameras and projectors—as a matter of fact, every item in Kodak's full product line offers unusual promotion value!

Now, you can give your next promotion real sales excitement with these nationally advertised Kodak premiums. They have top-appeal to the people you want to reach—as low cost consumer premiums or as high value business premiums.

Mail coupon today. Learn how Kodak can help you to greater sales success.

Prices are list and are subject to change without notice

EASTMAN KODAK COMPANY...Rochester 4, N. Y.

"Kodak" and "Brownie" are trademarks

Eastman Kodak Company
Premium Service Department
Rochester 4, New York

GENTLEMEN: Please send me more details on promotion opportunities with Kodak premiums.

222-5

Name _____

Company _____

Position _____

Street _____ City & State _____

Kodak
TRADEMARK



**NATIONAL
SHEET
PROTECTORS
OF
DUPONT'S
MYLAR***

Here's a transparent film so light-weight and thin it can accommodate up to 50% more material in a ring binder. It's strong, durable and scratch-resistant and Mylar stays crystal-clear despite repeated handling. Unaffected by moisture, temperature, age. Your valuable sales presentations, reports, displays, photograph album sheets deserve Mylar's extra protection.

Available in 2 thicknesses — .0015 gauge for greater capacity and economy, and .002 gauge for the ultimate in strength and transparency.

*DuPont's registered trade mark for its polyester film

FREE SAMPLE		
NATIONAL BLANK BOOK COMPANY		
Dept. 115, Holyoke, Mass.		
Free Sample . . . Please send me sample sheet protector and literature.		
Name		
Company		
Street		
City	Zone	State

sage: "If you find time, I certainly would appreciate your comment on this new idea of ours." Personalized with my name, and signed by the person who sent me the letter, it got my immediate and interested attention. Unique cellophane window on front of the envelope gave a preview of the "new idea," a ticker-tape, pull-it-out headline for a direct mail letter. For sample of this unusual mailing piece, write to Sparty Nardone, Mailograph Co., Inc., 39 Water St., New York 4.

Tips on Building Traffic

One good way to solve problems is to see how other people have met them, even if they're in different fields. Take what's been done in privately owned kiddielands, parks and swimming pools, for example. Riverside Park, Agawam, Mass., has been packing them in every year for 16 years, all because the owners decided to move the opening from May to the Easter week-end. The park offers merchandise and cash prizes for the best-dressed people in the following categories:

1. infants to 18 months
2. tiny tots (girls) to 6 years
3. tiny tots (boys) to 6 years
4. juveniles to 12 years
5. junior to 16 years (girls only)
6. best-dressed brother and sister
7. best-dressed twins
8. best-dressed woman
9. best Easter bonnet
10. Miss Riverside.

Judges are from the big stores in town. Says park publicist, Harry Storin, "This gives us one of the biggest Sundays of the year. It's now an established community Easter event. It's not expensive as promotions go, draws plenty of newspaper, radio and television coverage, and gives us a big punch right at the start of the season. It's a lot of fun, too."

Peppermint Park in Pasadena, Texas, offered to give a dollar's worth of free tickets to every student in the city's schools in a Mr. Bountiful opening promotion. In May, the boys and girls began to arrive—14,309 of them. The increase above normal business during the following three weeks tripled the sum the park operators had spent to promote student days. They had learned the secret long known to the breakfast cereal industry—sell the kids and you're in big business.

Still going along with the "sell the kids" idea, the park passes out table stand-up cards to several of Pasadena's finest restaurants, each promising a free ticket for a park ride if

the child eats his meal according to his parents' instructions.

The park truck, a new, white El Rancho, has Fiberglas models of two small children riding on a candy cane on the back of the truck. Children along the truck's route and those in passing cars are enchanted by the candy cane and its riders. Mothers in their yards hold up little tots to see it pass.

Co-owner Bill Watson wants to keep this ball rolling, too. "With all the stores in this neighborhood, our next project will be to work out a promotion around the little kids. Perhaps we'll ask the local Girl Scouts to be park sitters while parents go shopping. We're also considering a 'Good Behavior Club' that rewards kids with a trip to Peppermint Park."

Pickwick Club, a swim park in Burbank, Calif., boosts attendance and revenue by offering special parties to groups, and providing decorations of palm fronds, bamboo, fish nets, shells, torches and leis if the Hawaiian or Calypso motif is wanted. Each day during the summer a fashion show promotes the swimsuit brands featured in the park's shop. Models come from the various high schools in town. Another feature is the Radio Station KIEV booth from which Allin Slate, a well-known California disc jockey, spins records for several hours a day during the season. He interviews radio, television and motion picture celebrities who often visit the park. The swimming season ends with a beauty contest.

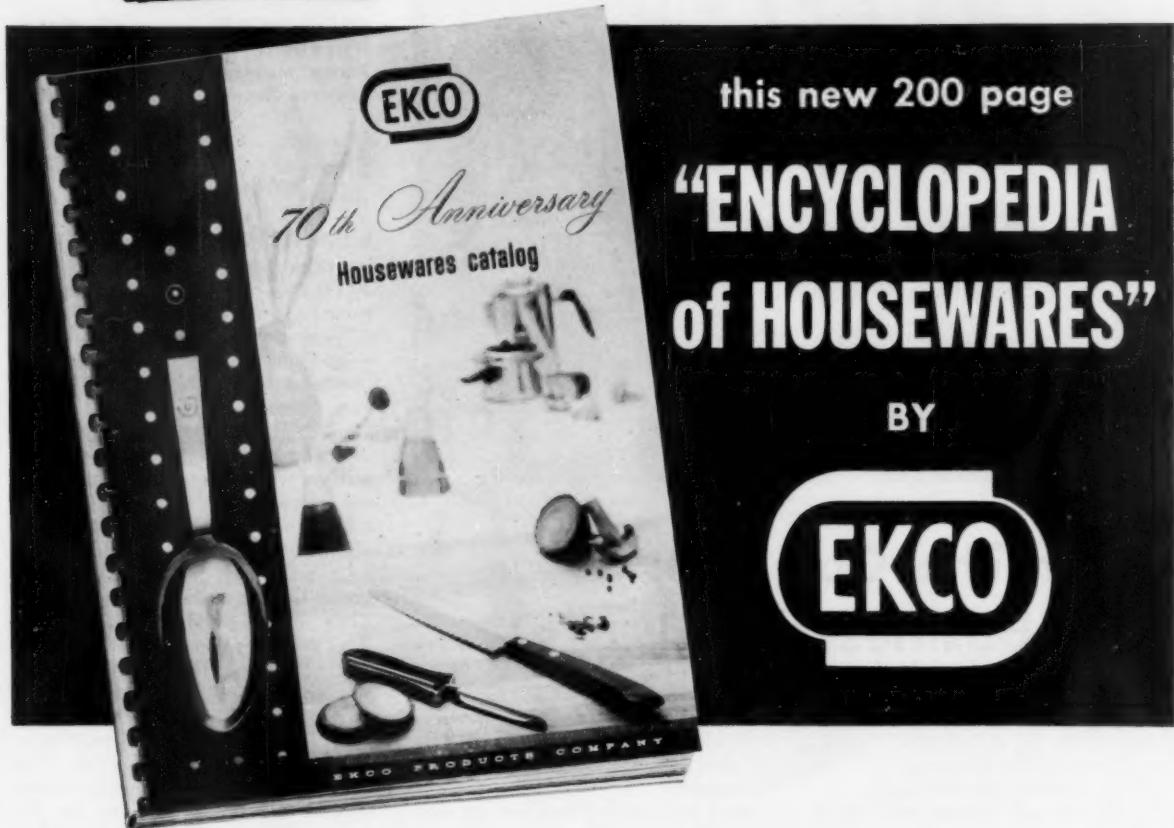
With the opening of a new restaurant, owner Michael J. Blake plans to hold a Sunday morning "Trout Breakfast," with fishermen casting for the 5,000 rainbow trout he has put in the pool. Fishermen will have their catches served to them.

1,000,000 Ways to Use Labels

Carton stickers, sales training reminders, and pressure-sensitive notices on the outside of gift pre-wraps—these are but a few of the endless uses of labels. Write to Allen Hollander Co., Inc., 385 Gerard Ave., New York 51, and ask to receive its "Able-Labeler" newsletter regularly.

SALES PROMOTION IDEA FILE is a review of sales-producing tools and ideas designed to stimulate the thinking of salesminded executives. Address contributions to Larry Schwartz, c/o SALES MANAGEMENT, 386 Fourth Ave., New York 16.

FREE to sales managers
and marketing managers



HOW THIS BOOK CAN HELP YOU...

When you're considering premiums to stimulate sales in a lagging market condition, it's obvious that you can't afford to pick the wrong item. Selection makes the difference between success and failure. Ekco is America's leading authority on premiums . . . this new catalog gives you the biggest selection of proven, nationally advertised premiums available today . . . more than 2000 of them.

PLANNING ASSISTANCE . . .

In addition to this complete new catalog, you can also receive personal planning help with your merchandising problems. Experienced Ekco merchandising men can

offer you specific premium planning guidance . . . show you volumes of case histories that will help you visualize exactly how a given tested premium will help your sales. Don't fail to take advantage of this added assistance.

MERCHANDISE FOR EVERY TYPE OF PLAN . . .

Ekco has the merchandise for every type of premium incentive or loading plan . . . consumer-wanted items in every price range . . . items tested and proved effective. Seasoned merchandisers study Ekco merchandise and council with Ekco premium experts before planning a new program. You'll find this is true, too! Get the jump on competition by getting your personal copy of the new Ekco "Encyclopedia of Premium Housewares" now!

Write on your letterhead for your FREE copy



...the greatest name in premiums



EKCO PRODUCTS CO. • PREMIUM DIVISION • 1947 N. CICERO • CHICAGO 39, ILL.



THE HUMAN SIDE

BY HARRY WOODWARD

"WELL-SHOED" . . . well stocked, Harry Obitz (1) and his associate Dick Farley manage the highly-successful Shawnee Country Club golf pro shop.

Enter The Golf Pro: As a Business Man!

The golf pro has become a business man . . . He is, as a matter of fact, fast becoming Big Business.

Before the war the average pro concentrated on golf lessons and picked up his pin money by selling a few pairs of golf shoes, a few sets of golf clubs, a few more golf balls during the season. Since the war — well, you've seen the difference. Walk into your pro's baliwick these days and like as not you'll find that glass case has gone that used to hold the merchandise your pro sold. In its place are bigger, often well-lit cases. Back of them are shelves and cupboards, filled with sports shirts, slacks, wind-breakers, belts, braces, umbrellas, seat canes, socks, bag cards—to name only a few of the items.

Last year some 3,800 golf pros in these United States sold an estimated \$51 million worth of merchandise!

Our source for these incredible figures: Robert A. Eaton, strapping young v-p and general sales manager of a shoe manufacturer, Charles A. Eaton Co., Brockton, Mass. Well might Eaton be interested in the growth of the golf pro as a business man. Before 1950 Eaton sold no golf shoes in pro shops. The company's sales through such outlets this year will be between \$700,000 and a cool million dollars. And Eaton is frank

enough to admit that its competitors have also increased their volume during that period. The total market has burgeoned.

And why not? There are an estimated 815,000 active male golfers at private clubs; 890,000 at semi-private (fee) courses. Almost 1,100,000 males play at municipal courses. In the same categories women play in these numbers: 222,000; 220,000 and 238,000. But 84% of all women players do so at courses that have pro retail shops. This is because pros have been actively promoting golf for women.

What cooks here? How did pros get into this selling world?

The answer isn't complicated. When the war came along there was an immediate freeze on rubber and steel. Most of the younger pros were called into the service. Many of their wives, needing an income, took over the pro shop operation. With golf balls and clubs in wraps for the duration the wives turned to soft goods to keep the home fires burning.

When the pro came back he found his wife had a tidy little business running for him. (The pros without wives or whose wives stayed at home during the war, quickly jumped on the bandwagon themselves.)

Today estimates of the percentage of the pro's total business gives him

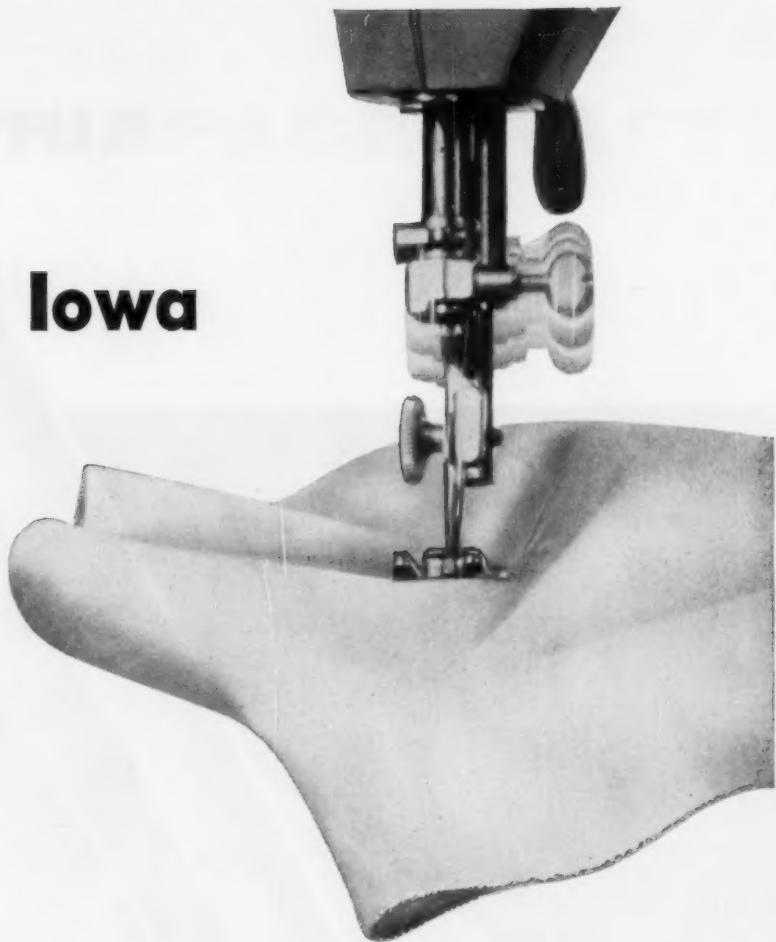
between 35% and 40% of income out of sales of apparel and accessories. Many pros say their income from such sales runs to 50% of total income.

Take a typical—and well-known—example of a successful pro shop operation, the one at the Shawnee Inn, Shawnee-on-Delaware, Pennsylvania. The shop here is under the direction of Harry Obitz and Dick Farley who represent the younger, college-educated, business-minded school of pros. Their season at Shawnee runs five-and-a-half months. Last year they did a \$92,000 shop gross. Of this 60% was in soft goods, 27% in golf, and 13% in service. This year they expect a gross between \$105–110,000. But in 1952, to give you an idea of the growth of pro shops, Shawnee did a \$40,000 gross, with 75% of it golf goods and services and only 25% in services. The whole picture has turned upside down.

How did Eaton get into the picture? Through market analysis. Eaton is an old company but, compared to the giants, a small one. And when younger management took over after the war it hired a consultant to look into the company's marketing methods. The consultant came up with a surprising answer. The golf shoe field was wide open. The big manufacturers couldn't dissipate their energies on such a special market. But Eaton, as a small company, had to specialize or go under. The decision was a wise one. Eaton is doing nicely with its golf shoes. (And the company is intrigued with a startling recession fact: Its highest-price golf shoe sells for around \$36. Eaton earmarked only a small percentage of its golf shoe production for this Ryder Cup model. But what shoe is selling best in its sporting line? The \$36 golf shoe! Seemingly, recession or no, the ardent golfer will spare no expense to buy the best.)

So if you have a product that fits the golfing slot and you aren't already selling in pro golf shops, get in there fast. In 1958 between 300 and 400 new golf courses will open. ♦

We've got Iowa ALL SEWED UP!



IOWA IS ONE OF the most amazing States in the Union. We have 25% of the Nation's Grade A farm land — alternate with California as the leading farm state. We are second only to Connecticut in insurance-company home offices. We have many leading manufacturers of such big business items as washing machines, farm implements, etc.

And 50,000-watt WHO covers Iowa!

NCS No. 2, the Whan Survey and innumerable private surveys prove beyond question that WHO is heard by more Iowa families than any other station. The Iowa Radio Audience Survey proves that WHO is "heard regularly" by more people than the next four commercial stations combined!

Hear the whole story. PGW has it. You'll be glad you listened!

WHO

for Iowa PLUS!

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Robert H. Harter, Sales Manager

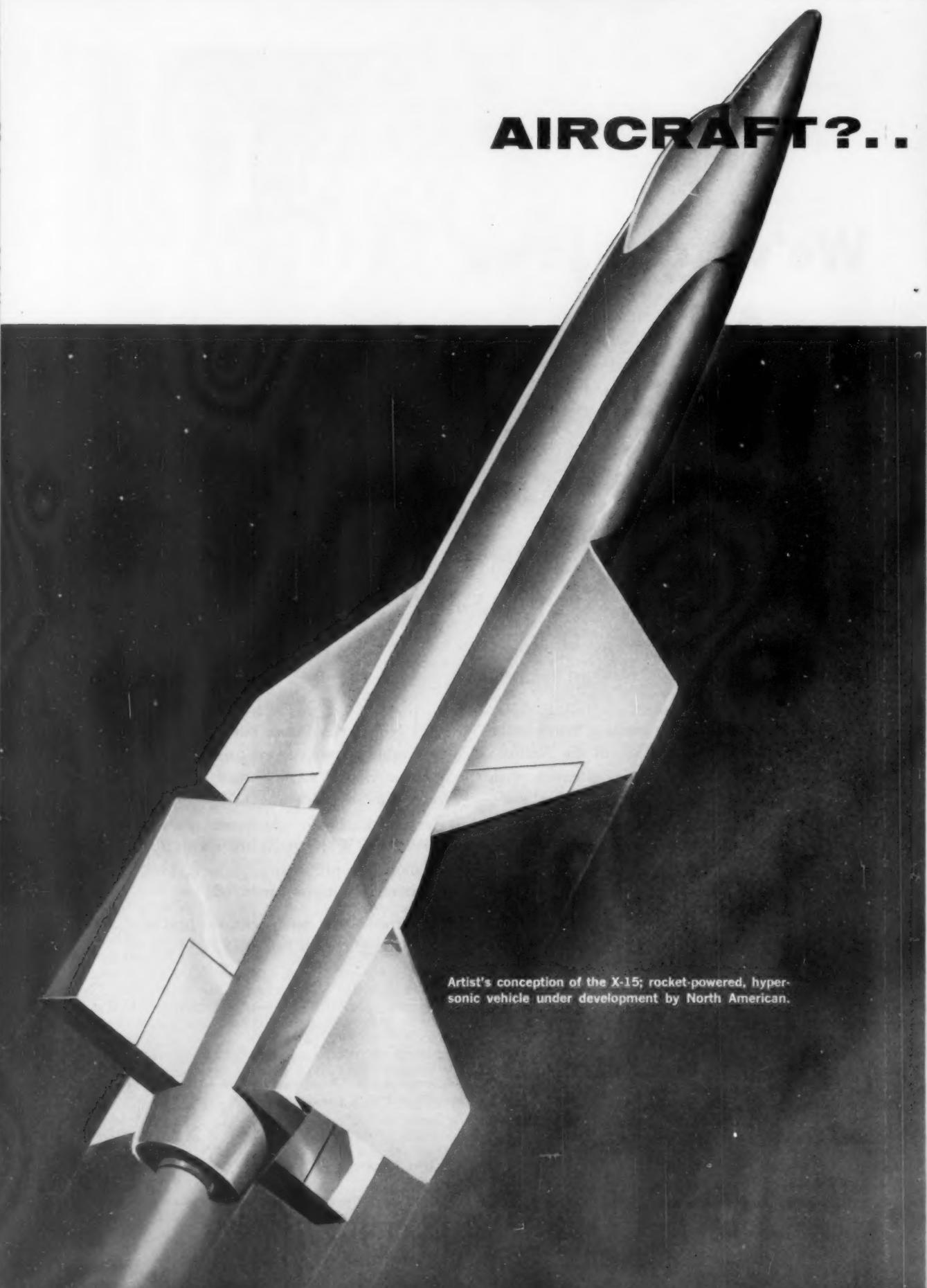


WHO Radio is part of Central Broadcasting Company, which also owns and operates WHO-TV, Des Moines; WOC-TV, Davenport



Peters, Griffin, Woodward, Inc., National Representatives

AIRCRAFT?..



Artist's conception of the X-15; rocket-powered, hyper-sonic vehicle under development by North American.

MISSILE? . . SPACECRAFT? . .

you name it!

The problem of choosing the right name for this fantastic flying machine has real significance for aviation marketers.

This is the X-15, now under development by North American Aviation. This vehicle is designed to carry man in his first leap into space. Operating in atmospheric regions, it is technically a high-performance aircraft. Once it leaves the atmosphere, the X-15 becomes a spacecraft. And with "re-entry" its problems are similar to those of the ballistic missile.

The X-15 demonstrates that in the entire realm of air and space flight there is no hard and fast line that can be drawn between one vehicle or one achievement and another. We cannot separate airplanes, missiles and spacecraft into nice, neat packages.

Each type of vehicle...aircraft, missile or spacecraft...has some development problems requiring unique technical solutions. Very often, however, the technology applied to one type of vehicle need only be modified to solve development problems of another. And much basic technology is applied to the development of all three

vehicles...whether they operate in the earth's atmosphere or in space; whether manned or unmanned.

And, as these projects grow more complex, Aviation's Technical Management (the men with management authority but technical job functions responsible for these developments) have an ever-increasing need for better communications - through word-of-mouth, group meetings, association seminars, technical papers, etc. But above all, they need an industry-wide technical medium to keep them abreast of technical developments in their own specialized fields, and in related technical areas affecting their individual project responsibilities.

There is only one industry-wide technical Aviation publication—AVIATION AGE, Technical Management Magazine of Aircraft, Missiles and Spacecraft.

That's why more than ever, AVIATION AGE is your most effective medium for influencing your most important prospects—Aviation's Technical Management—men with management authority but technical job functions—the men responsible for the design, engineering and production of aircraft, missiles and spacecraft.

AVIATION AGE

*technical management magazine of
aircraft - missiles - spacecraft*

A Conover-Mast publication
205 East 42nd Street, New York 17, N. Y. **NBP** **EPA**

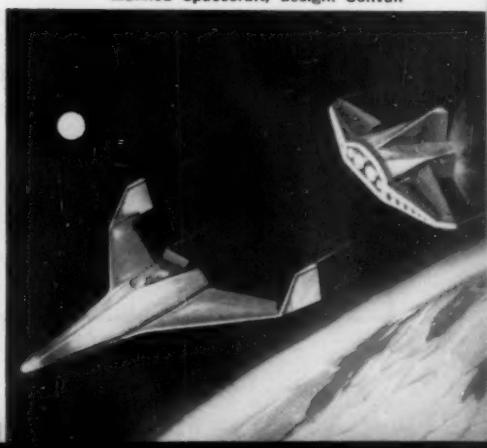
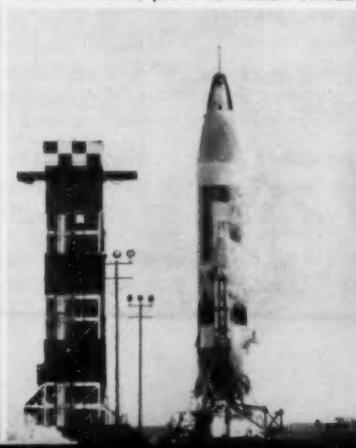


Products of Aviation Industry Technology

B-58, prime contractor: Convair

ATLAS, airframe, prime contractor: Convair

Manned Spacecraft, design: Convair



LEADERSHIP

When General Dwight D. Eisenhower, in World War II, moved to crush the German attack that became the Battle of the Bulge, he opened the way for Lt. Gen. Matthew B. Ridgway to rush his XVIII Corps of paratroopers from England to France in December, 1944. At this tense moment, recalls General Ridgway:

"I found evidence of considerable apprehension there . . . I issued a few simple orders. But the main thing that sticks in my mind is this: in all this flurry of excitement about the German offensive, and the defensive measures we had to take to stop it, it seemed most important to plan an *attack* the moment the German penetration was checked. I don't believe that many others were thinking of the offensive at that particular time. But my reasoning was simple. If a man hits you a surprise blow and knocks you sprawling, you've got to get up off the ground at once, and flatten him, or you are beaten."

General Ridgway, who rose to chief of staff of the U. S. Army and who is now retired, recalls in a letter of April 11 to SALES MANAGEMENT the background of another crisis. The commander of the Eighth Army in Korea had been killed in a Jeep accident. General Ridgway, on staff duty in the Pentagon in Washington, flew to Korea just before Christmas, 1950.

"The Eighth Army at that time was on the defensive south of the 38th parallel," says General Ridgway, "and a spirit of apprehension and foreboding resulted in part from the reverses it had then recently sustained, from the expectation of a general enemy major offensive and from rumors that the United States government had under consideration the possibility of forced evacuation of the entire peninsula."

General Ridgway, in his biography, *Soldier**, speaks of this critical period:

"The tactical situation was bad. I was in command, and on my answer to the question 'What do you do?' depended something far more important than a grade in an instructor's book. On it hinged victory or defeat.

"I had . . . to convey . . . to Eighth Army my supreme confidence that it could turn and face and fight and defeat . . .

"Once this was done, I would meet with Eighth Army staff and get from them their appraisal of the situation. After that, I would call on every

commander in his battle area, look into his face and the faces of his men, and form my opinion of his firmness and resolution—or the lack thereof."

* * *

"At nine," recalls General Ridgway, "I saw General MacArthur. In a masterly briefing, he covered all the points I had in mind to ask him. As I rose to go, I asked one question. 'General,' I said, 'If I get over there and find the situation warrants it, do I have your permission to attack?'

"A broad grin broke out on the old gentleman's face.

"'Do what you think best, Matt,' he said. 'The Eighth Army is yours.'

"That is the sort of orders that puts heart into a soldier."

* * *

"My first contacts were with the divisions holding the line . . . and my first task was to infuse these commanders with the confidence which I felt. For I was sure, deep in my heart, that all we had to do was pull ourselves together, take stock of our capabilities, and use those capabilities to the fullest. If we did we could make a different war of it . . ."

* * *

". . . I talked a little about leadership. I told them their soldier forebears would turn over in their graves if they heard some of the stories I had heard about the behavior of some of our troop leaders in combat.

"The job of a commander was to be up where the crisis of action was taking place. In time of battle, I wanted division commanders to be up with their forward battalions, and I wanted corps commanders up with the regiment that was in the hottest action. If they had paper work to do, they could do it at night. By day their place was up there where the shooting was going on."

* * *

Concludes General Ridgway in his letter to SALES MANAGEMENT.

"I think your idea of replacing a generally defensive attitude with an offensive one is admirable. It is applicable to almost any situation and certainly in keeping with basic American characteristics."

**Soldier: The Memoirs of Matthew B. Ridgway*, Harper & Brothers, \$5; published originally in *The Saturday Evening Post*.

Q. What is the Survey of Buying Power?

A. It is a comprehensive and basic workbook for the market-minded executive, containing original and exclusive estimates of population, retail sales and Effective Buying Income by market areas. The Survey, issued every May 10 since 1929 by *Sales Management Magazine*, is the marketing profession's single most useful measuring stick of sales potentials.

Q. What can it be used for?

A. Basically the Survey is a tool for setting sales quotas and allocating advertising. But, its more than 2,000,000 figures can be and are put to unlimited uses. For instance: locating plant sites, measuring sales performance against potential, setting up sales territories, comparing effectiveness of salesmen, of advertising, comparing markets. You can select figures that tell you what you want to know about your market—no matter how specialized it may be. You will want to read the Survey introductory chapters on suggested uses, including the setting of sales quotas, allocating advertising and the use of Survey data on punched cards and tapes.

Q. How accurate is the Survey?

A. Since the Survey, in many respects, is a U. S. Census brought up to date, its accuracy is near pinpoint in years close to the Census date. The estimates are subject to an average error of about 1% a year after that date. Its reliability is so well established that companies selling \$200 billion worth of goods and services annually base their sales quotas on it. The estimates must stand the scrutiny of future official Census inquiries, of every chamber of commerce and local planning commission in the nation, plus meeting the market analysis needs of American industry. Its accuracy is specifically illustrated by this example: The 1955 Survey set the 1954 retail sales figure for the nation at \$170.0 billion. The official census result, released two years later, was \$170.0 billion!

Q. Where do the figures come from?

A. Population figures are based on reports from chambers of commerce, public planning commissions, local utilities, etc., screened by the Survey's staff for credibility and internal consistency with annual Census Bureau estimates for the U.S., for states and for selected smaller areas.

Retail sales figures are projected from the most recent previous Retail Trade Census, using sales tax data, bank debit information and population and income trends to signal changes.

Effective Buying Income, an exclusive *Sales Management* classification, represents current projections on a county and city level from incomplete data in the 1950 Census of Income. The projections are adjusted to reflect unreported income to conform with income totals published

A PRIMER ON THE SURVEY OF BUYING POWER

(Publication Date: May 10)

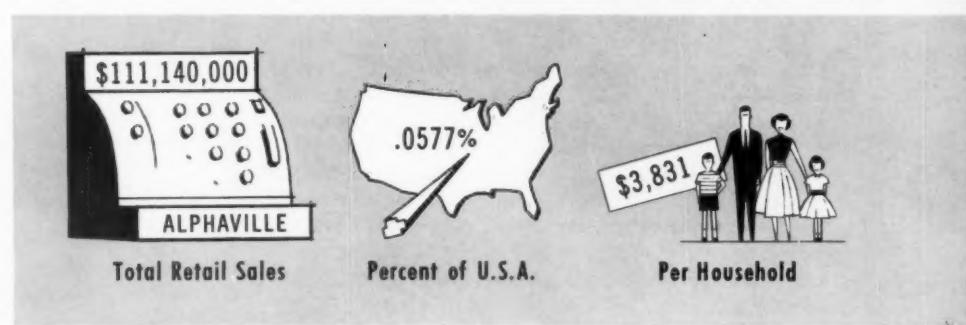
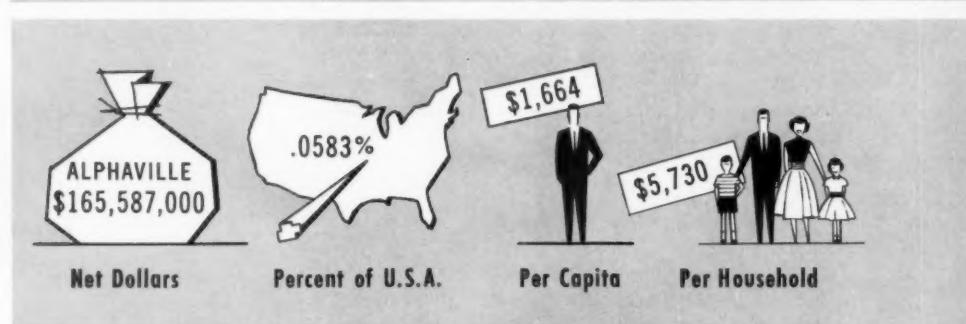
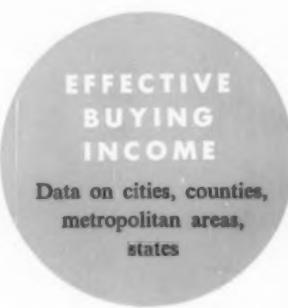
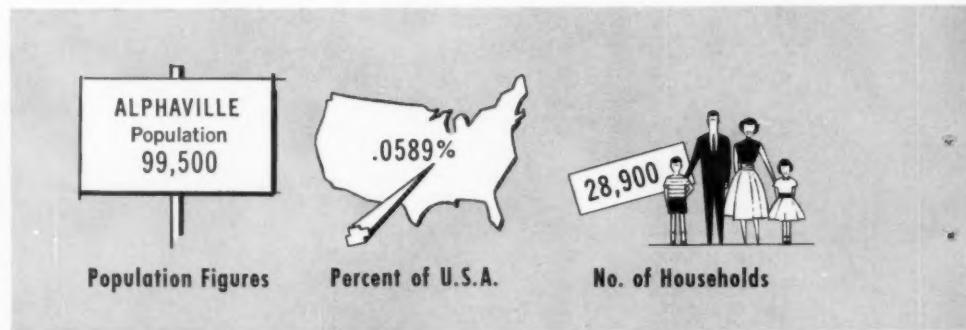
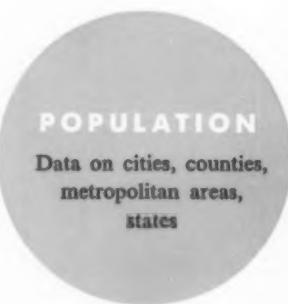
for the U.S. and for states in the Department of Commerce "Survey of Current Business."

Q. How can I learn to use it?

A. There are three simple steps to learning to use the Survey: (1) Read the front-of-book introduction; (2) Look over the population, income and retail sales tables in the book, familiarizing yourself with the various breakdowns and classifications; (3) Work out some simple problems, using the figures, in those areas with which you are intimately acquainted. For instance, you might select your largest area, "A", which accounts for 20% of the company's national business. You want to find out if this is good or bad. If this area, according to Survey figures, accounts for significantly more than 20% of the U. S. population, retail sales and income, your sales performance here may be classed as poor, relatively speaking. On the other hand, it may be that this area contains only 10% of the nation's high income families and, since you are selling a high quality product, your performance here would be very good.

The range of market factors available in the Survey permits both simplified and highly subtle analyses of market potential. The most widely used single indicator of market potential is the Buying Power Index, which has been found to indicate successfully the demand for commodities ranging from radios and liquor to soup and mattresses.

What the SURVEY Can Tell You



RETAIL SALES ESTIMATES

ANYSTATE COUNTIES CITIES (Continued)	Metropoli- tan Area	RETAIL SALES - SM ESTIMATES, 1957											The "SM" symbols mark original, exclusive estimates by SALES MANAGEMENT.			
		Total Retail Sales (\$000)	% of U.S.A.	Per Held. Retail Sales	Buying Power Index	Quality Index	Index of Sales Production	Food (\$000)	Eating & Drink. Places (\$000)	General Mdse. (\$000)	Apparel (\$000)	Furn.- House- Appl. (\$000)	Auto- motive (\$000)	Gas Stations (\$000)	Lumber- Bldg. Hdwre. (\$000)	Drugs (\$000)
North County.....	130	400,716	.2081	3,831	.2288	108	98	121,771	27,666	35,165	18,826	24,190	70,488	36,861	25,866	12,677
Alphaville.....		111,140	.0577		.0582	99	98	31,224	6,036	14,032	6,520	7,444	22,960	8,855	4,193	2,915
Betaburg.....	30,675	.0159		.0127	127	159	6,510	2,504	4,065	2,323	2,004	6,516	2,457	444	1,429	
Gammatown.....	10,798	.0103		.0085	139	169	5,030	1,553	1,298	1,232	1,100	5,362	1,722	877	463	
Delta.....	23,472	.0122		.0165	106	79	8,002	1,457	431	289	538	2,476	2,682	5,543	785	
Epsilon.....	23,917	.0124		.0103	117	141	6,467	1,427	2,000	1,215	1,460	4,960	1,759	1,491	644	
Zetaboro.....	16,439	.0085		.0101	92	77	8,020	1,446	229	73	260	569	2,281	967	289	
Etc Junction.....	31,110	.0162		.0171	103	98	12,787	1,652	1,385	867	1,024	3,895	3,185	1,484	1,317	
West County.....	25,619	.0133	4,405	.0111	108	129	5,867	3,881	2,130	728	547	5,223	3,316	1,790	661	
East County.....	25,676	.0134	4,505	.0108	109	138	7,206	2,858	770	1,130	625	4,840	3,174	2,294	530	
Thetaton.....	15,294	.0079		.0043	187	343	3,808	1,174	480	944	370	4,840	1,116	1,114	530	

About Your Market Potentials

MOST FREQUENT USES

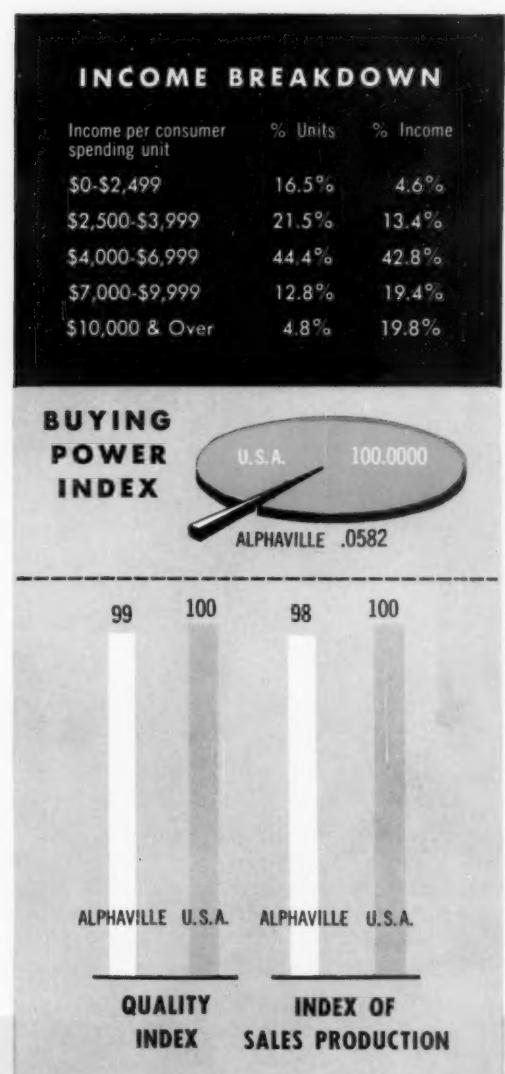
- Setting Sales Quotas
- Buying Space and Time
- Locating Sales Soft Spots
- Planning Distribution
- Allocating the Advertising Dollar
- Determining Market's Potential
- Mapping Sales Territories

\$2,915,000	Drugs
\$4,193,000	Lumber-Building-Hardware
\$6,520,000	Apparel
\$6,636,000	Eating and Drinking Places
\$7,444,000	Furniture-Household-Appliance
\$8,855,000	Gas Stations
\$14,032,000	General Merchandise
\$22,960,000	Automotive
\$31,244,000	Food

Designed by *The Chartmakers Inc.*, New York, N. Y.

POPULATION AND INCOME ESTIMATES

ANYSTATE COUNTIES (continued)	Me- tro- poli- tan Area	SM POPULATION ESTIMATES 1/1/58				EFFECTIVE BUYING INCOME— SM ESTIMATES, 1957					Income Breakdown of Households									
		Total (thous- ands)	% of U.S.A.	House- holds (thous- ands)	Con- sumer- Spend- ing Units (thous.)	Net Dollars (000)	% of U.S.A.	Per Capita	Per Hhd.	Income per C. S. U.	\$0-\$2,499 % Holds. Inc.	\$2,500-\$3,999 % Holds. Inc.	\$4,000-\$6,999 % Holds. Inc.	\$7,000-\$9,999 % Holds. Inc.	\$10,000 & Over % Holds. Inc.					
North County.....	130	358.2	.2122	104.0	125.0	279.2	.2475	1,961	8,714	5,619	21.5	5.8	19.7	11.0	39.5	37.0	13.0	19.3	6.3	26.0
Alphaville.....		99.5	.0589	28.9	30.3	165,587	.0583	1,664	5,730	5,468	16.5	4.6	21.5	13.4	44.4	42.8	12.8	19.4	4.8	19.8
Betaburg.....		16.8	.0100	4.9	5.8	33,589	.0118	1,999	6,855	5,809	19.5	5.1	21.0	12.3	38.9	35.3	13.7	19.5	6.9	27.8
Gammatown.....		10.3	.0061	3.1	4.0	23,682	.0083	2,299	7,630	5,961	18.7	4.7	17.2	9.9	41.4	36.6	15.9	22.1	6.8	26.7
Delta.....		26.2	.0155	8.1	8.3	54,985	.0194	2,098	6,786	6,587	17.7	4.1	17.0	8.8	39.0	31.9	15.8	19.9	9.6	25.3
Epsilon.....		14.8	.0088	4.5	4.7	27,523	.0097	1,860	6,116	5,881	15.3	3.9	17.8	10.3	45.7	41.0	15.2	21.4	6.0	23.4
Zetaboro.....		18.5	.0110	5.3	5.9	30,495	.0107	1,648	5,754	5,201	20.0	5.8	21.6	14.2	42.7	43.2	11.4	18.3	4.3	18.5
Eta Junction.....		28.0	.0166	8.5	8.9	50,501	.0178	1,804	5,941	5,653	22.1	5.9	18.2	11.0	39.6	36.9	13.7	20.1	6.4	26.1
West County.....		17.4	.0103	5.7	6.6	28,876	.0101	1,660	5,066	4,399	28.1	9.7	29.3	22.7	31.8	38.1	7.8	14.7	3.0	14.8
East County.....		16.4	.0097	5.7	5.7	25,860	.0091	1,577	4,538	4,574	30.9	10.2	26.5	19.9	31.1	35.8	7.2	13.0	4.3	21.1
Thetaletton.....		3.9	.0023	1.3	1.5	8,531	.0030	2,187	6,562	5,803	22.4	5.8	19.5	11.5	37.2	33.8	13.6	19.5	7.3	28.4



What the SURVEY Can Tell You...



...IF YOU SELL COOKIES

Cookies are used as an example of a product that is universally purchased, regardless of geographic region, regard-

less of income strata. As a cookie marketer you are interested in mass, in concentrations of population. For this the Survey is immensely useful. It gives population for cities, counties, metropolitan areas. It ranks the metro areas according to size. It gives you total retail sales, the percent that these retail sales are of the whole U. S. A. It tells you how much each family spends for retail purchases. You will find listed for each market area the number of families, the actual urban population.

By using these figures you can set up sales territories and know the potential within each territory. You can set quotas and compare results against potential. You can select media and allocate your advertising to reach specifically those areas in which the majority of your prospects live. You can plan distribution, locate sales soft spots, find locations for plants and warehouses. And, if you actually sell cookies, you would find the information on city-county food sales to be extremely helpful.

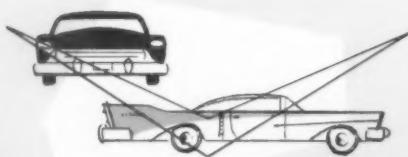


...IF YOU SELL COVERALLS

Maybe you don't sell coveralls as such, but if your product is bought by people of any special income level, by either city or farm dwellers, by residents of

any particular region, you can use the Survey effectively to help you pinpoint the best places to concentrate your sales efforts. For instance, retail sales figures for cities and counties are broken down into nine different classifications: food; eating and drinking places; general merchandise; apparel; furniture, household, appliances; automotive; gas stations; lumber, building, hardware; drugs. By studying the relationships of these sales to each other, you can determine which areas are most receptive to your type of product. You can check the Survey's income breakdown of consumer spending units and find what proportion of people earn under \$2,500 or over \$10,000 or in three other classi-

fications in between. You can find what the total income is and how this compares to retail sales. There is no limit to what can be done and what has been done with the Survey figures to help marketers with specialized problems do a more efficient and effective job of selling. If you sell a coverall-type product, the Quality Index will be of interest to you also. As you get deeper into the Survey there are two other indexes that will prove valuable in your job: The Buying Power Index, which combines income, retail sales and population in an effective weighted index figure; the Index of Sales Production, which relates population and retail sales to show up high and low buying activity.



...IF YOU SELL CADILLACS

If your product is in the Cadillac class—a restricted market limited to high-income families—you will want to be

selective in the material you get out of the Survey. The figures you will be most interested in will be those that show the number of households earning over \$10,000 per year. Here you can find for a given city or county what percent of households earn more than \$10,000—whether it's 3%, 5% or 15% of all households. Or, you can compute from these data what percentage this area has of the nation's high-income households, of the nation's high-bracket incomes. For instance, Westchester county has close to 4% of all high-bracket incomes, as against having only

four-tenths of one percent of the nation's population. With this type of information you can determine what regions to add as you expand your marketing operations. You can determine those areas in which you are investing more than the potential warrants. And, if you actually sold Cadillacs, you would be able to find figures on what the automotive retail sales were last year for each city and county. This would be enough for a start. But soon you would find other figures that would be equally useful in helping you with your "selective" marketing task.

More Legal Latitude on Meeting Competitive Prices?

That impression is getting around as a result of the Supreme Court decision on Standard Oil of Indiana. But FTC will continue to prosecute whenever it smells discrimination, and the burden of proof will rest with the company that's accused of favoring some of its customers.

By JEROME SHOENFELD

Some customers are giving the salesmen who visit them free lessons in law.

They expound a recent Supreme Court decision, Federal Trade Commission vs. Standard Oil Company of Indiana, the point of which is: The salesman would be acting wisely if he cut the price. He needn't worry any more about the Robinson-Patman

Act. The Supreme Court, he is assured, is glad to see him trying to keep a customer.

The Robinson-Patman Act lets a company discriminate "in good faith to meet a lawful and equally low price of a competitor." If there was one thing in the Robinson-Patman Act that companies took in good faith, that was it. When FTC accused



them of price favoritism, they naively defended themselves by explaining: The customer said he could get it cheaper, so we had to go along.

Until 1951, FTC ignored that defense or, at least, treated it as an incident in the ritual a company performed in the course of losing its case. A Robinson-Patman case proceeded like a thoroughly explored

Why is this famous case carried the world over?

Snapak by SCHELL

SCHELL LEATHER GOODS CO., INC.
Cincinnati 25, Ohio

case carried the world over?

Because smart businessmen know that the new, modern Snapak by Schell is tops for distinctive appearance, expert craftsmanship, and convenience. One side of this outstanding file case has three roomy pockets for correspondence or records. The other side is an open compartment for an extra shirt and toilet articles or for samples. A full center flap hides this compartment if the Snapak is opened during a business call. Also available with pockets on both sides. Made of handsome, durable, top grain cowhide . . . in a wide choice of colors, styles and sizes. Solid leather handles, patented safety lock and reinforced corners.



work
out of it . . .
live out of it . . .

Ask for Snapak at your favorite fine luggage shop or department store. Custom-built bags for your entire sales organization also available on request from your Schell dealer. Write us for name of your nearest dealer.

chess opening: Move 1, FTC charged discrimination; Move 2, Company proved that it was meeting competition; Move 3, FTC showed that those not favored had been injured—checkmate.

Six years ago, the Supreme Court disturbed the routine. It decided that the right to discriminate in order to meet a customer's price was absolute. Once a company had shown that was what it was doing, FTC was licked, even if those not getting the price cuts might go bankrupt by the hundreds—something, incidentally, that never happened.

Standard of Indiana, which won the decision, was not immediately empowered to try to keep its customers. The Supreme Court merely assented to a principle, leaving open the question of whether it applied. It was for FTC to determine anew whether Standard's price cuts were designed, as claimed, to meet competition. After long hearings, FTC ruled again against Standard, but the Circuit Court, upheld by the Supreme Court, reversed the decision.

It might be supposed that, chastened by this defeat, FTC would cautiously avoid repetitions, refusing to accept

cases which, in the absence of the Standard Oil decision, it would have prosecuted. This is exactly what FTC is not doing. Instead, it is ignoring the opinion, treating it as if it had not been written.

"Standard," one of the top FTC lawyers explained, "is probably too narrow to become a precedent. It is a matter of interpreting a set of facts. The same combination of facts probably won't occur again."

Since companies, often on legal advice, take seriously a decision FTC prefers to forget, it is safe to forecast that Robinson-Patman cases will crowd the Commission's dockets.

When Defense Is Documented . . .

The Commission's problem is easily stated. A company charged with discriminatory pricing throws in every defense the law allows, including the question of meeting competition in good faith. FTC must disprove that. If the company simply cannot document its claim that the cut last November to ABC Co. parried a competitor's offensive, it loses on that point. What takes talent is licking a documented defense, such as Standard's. The way to do it is to find another explanation for the discriminations, which is how FTC handled its second try against Standard. It sought to show that the cuts, instead of merely meeting competition, applied a fixed, discriminatory pattern. The design, according to FTC, was simple indeed. Standard classed the customers it wanted to favor as jobbers and gave them a special jobbers' price.

FTC lawyers thought they had proved this. It was good evidence, they believed, that one of the favored customers classed as a "jobber" did no wholesaling whatever. They thought that Standard had convicted itself in its own description of its pricing methods. In answer to the FTC complaint, Standard had described its system of pricing thus:

"That such wholesale or jobber customer so classified shall have adequate bulk storage of his own; that he be equipped to receive bulk deliveries by tank car or truck train into such storage; that he have adequate distribution and delivery facilities; that he make tank car purchases in substantial volume and do a continuing substantial volume of business as a bona fide gasoline dealer (emphasis supplied) maintaining and operating an established gasoline business; that he have a satisfactory credit rating; that he maintain a sufficient personnel and all requisite facilities and equipment to adequately operate his busi-



Winner of the Chicago Sales Executives Club
"Star Salesman Award" for 1953 . . .

EARL NIGHTINGALE

reveals the

"STRANGEST SECRET"

HOW YOU CAN SELL YOUR WAY TO THE THINGS YOU WANT!



Success becomes your way of life once you know—understand—and practice the "Strangest Secret." Mr. Nightingale tells you how you may put this "secret" to work for yourself, and included are complete instructions for a thirty-day test. This wonderful 33 1/3 RPM, LP record is only \$4.95, even though many paid three times this amount before it was offered by mail. Hundreds have benefited by this record. Here are a few comments, unchanged, from letters in our files:

► From a corporation with a large selling force—"Your record is the greatest blueprint for building sales achievement we have ever used."

company in it for sales meetings and recruiting. All who listen to it sincerely, are helped by your record, the "Strangest Secret."

► They use it as a sales recruiting aid—"I originally came across your record through a friend, and interested my

► This small company uses the record as advertising—"For every record we have given our accounts, we have averaged \$500.00 worth of business."

Earl Nightingale, a very unusual young man, was able to retire at thirty-five in 1956, with a large annual income, because of a discovery he made following years of research and study. Starting as many men did after World War II, without position or income, he founded three corporations; he rocketed an insurance agency from last place to sixth place in the nation in just 12 months, with one of our county's leading companies.

Because this record can be the most profitable investment you ever made, Mr. Nightingale makes this money-back guarantee. If this record does not make 1958 your greatest year ever, then return the record for your money back in full. Save this ad, it is your guarantee! (Earl Nightingale, 469 E. Ohio St., Chicago 11, Ill.)

Send for your copy of this valuable record today...
GIVE SUCCESS THE CHANCE TO BE YOURS—NOW!

Print your name and address clearly on the shipping label below, and send it in now, with your remittance of only \$4.95. We will rush your record to you by return mail. (We pay the postage or you may order C. O. D.)



SM-1

SHIPPING LABEL

Earl Nightingale
469 East Ohio Street
Chicago 11, Illinois

SEND TO:

Name _____
(please print)

Address _____

City _____ Zone _____ State _____

ness, service his customers and perform his functions as a wholesaler or jobber, and assume the hazard and expense of fully operating his own business."

During the FTC proceedings, the manager of the Detroit Division was asked how a concern could qualify as a jobber. His reply delighted the Commission lawyers:

"He must have equipment; he must have equipped himself with bulk storage, and by bulk storage I mean sufficient storage so that he can take care of tank car quantities of gasoline; he should have a volume business amounting to about 1,000,000 to 2,000,000 gallons per year; his credit responsibility and so forth must be satisfactory; he should have an established business."

On its face, this seems to be nothing more than a description of a large customer. FTC files are packed with decisions prohibiting favors to a customer simply because he is prosperous or can buy a lot. Standard was doomed, it appeared, for here was a simple pattern of the very kind of discrimination the Robinson-Patman Act was intended to stop.

It so happened, however, that the favored customers were continually being invited to honor competitors with their patronage. Unless they got rock bottom prices, they were ready to buy elsewhere. True enough, Standard's price cuts were not occasional to meet occasional competition. Since the favored customers had what amounted to standing offers of jobber prices, Standard could legally meet them.

Can Good Faith Be Proved?

That big buyers were put in a special, even a fictitious class, the Court decided, made no difference. As long as the company was meeting competition in good faith, its peculiar way of doing it, described by FTC as a "pattern," did not deprive it of the right.

If, to meet competitors, you are cutting prices to selected customers, it does not matter that you select only the big ones. You can choose the way you discriminate. You need not try to hold all those who say they can do better elsewhere in order to qualify for a license to hold some. Nor are you prevented from giving special labels such as "wholesaler" or "jobber" to those you favor. An outsider who examines your choices for favor may see a design. That doesn't matter. The design is his illusion or an accident, the Court will say, if your claimed purpose is well demonstrated. Naturally, proof is required, e.g.,

that XYZ Corp. offered five percent off. In the gasoline business, there is almost always a price war, so Standard was not required to document each sale. Companies in less explosive industries might be.

The law allows a company to meet only "lawful" competition, which does not itself violate the Robinson-Patman Act. In several cases, courts have recognized that a company is not equipped to appraise the legality of competitors' pricing systems. It is sufficient that the company meeting competition have no reason for nasty suspicions. Since it is unlawful to

meet prices known to be unlawful—i.e., which discriminate without reflecting lower costs—a company faced with such competition has only one recourse: to complain to FTC.

The decision does not allow a company to meet competition by offers of more lavish cooperative advertising, more expensive services, etc. The rules on these, peculiarly, are almost the reverse of those covering prices. Nor does the right to *meet* competition include the right to *beat* it. Beating competition is not prohibited—but it is expensive: Prices must be cut to all customers. ♦

ROCK ISLAND, MOLINE, EAST MOLINE, ILL. AND DAVENPORT, IOWA

QUAD-CITIES MARKET DIGEST

a quick summary of market data for sales managers

QUAD-CITIES

78th in Gasoline Sales

among the 262 metro county areas

AND 4TH IN GASOLINE SALES

among the metropolitan areas
of IOWA & ILLINOIS

52% of Quad-City Gasoline Sales on Illinois Side

Quad-Citians spend $\frac{1}{4}$ of all money, devoted to retail sales, in the automotive and gasoline service station categories. That is \$1015 per family.

Write for new Quad-City Market Newspaper. It contains latest market data with stories and pictures of Quad-City wholesale and retail enterprises.

THE QUAD-CITIES LARGEST COMBINED DAILY CIRCULATION

THE MOLINE DISPATCH THE ROCK ISLAND ARGUS

For complete market and coverage data contact
Mr. Harold Swanson at The Argus or Dispatch



WORTH WRITING FOR...

The New Marketing Concept

This discussion has to do with the growing importance of the consumer and of communication in management's concept of modern marketing and the impact it has had and will continue to have on the advertising agency business. It explains how top management has developed a modern concept of marketing which places important emphasis on four areas: An intimate understanding of the consumer and a sincere desire to be consumer-minded in everything the company does. The ability to be creative about every phase of the marketing operation—using with imagination this understanding of the market. Objectivity in evaluating every phase of its marketing program. The need for integrating every phase of the program so as to present a united front to the trade and consumer alike. For your copy of "The Modern Marketing Concept and the Changing Role of the Advertising Agency," write to Anthony Hyde, McCann-Erickson, Inc., 485 Lexington Ave., New York 17, N. Y.

The Detroit Market

Basic market data covering the Detroit Standard Metropolitan Area which consists of Macomb, Oakland and Wayne counties in Michigan. It is one of the nation's fastest growing major metropolitan areas. By July 1957 the 3,016,197 population count of the 1950 Census had increased to 3,770,000—an increase of more than three quarters of a million in seven and a quarter years. Retail sales transacted in Detroit SMA in 1957 totaled \$4,939,681,500, 0.2% ahead of the 1956 total of \$4,931,002,178. Data include population and housing growth from 1950 to 1957; retail sales by months-year 1957; comparison of retail sales—1953, 1954, 1955, 1956, 1957; automotive sales. Maps show population density and housing growth for the period 1950 to 1957. Included, too, is information about economic characteristics, including income, and a map showing economic rating for each municipality. A copy of "Population, Housing and Economic Characteristics of the Detroit Standard Metropolitan Area—1957" may be obtained from Jake Albert, *The Detroit News*, Detroit, Mich.

ing in the stores where they buy most of their groceries. In addition, there are data on canned fruit and vegetable selections; bread baking; type of yeast used; all-purpose flour bought last; how much all-purpose flour is used per week; commercially-baked bread, rolls and pastry purchases; baking powder on hand; cheese, butter, cottage cheese, fresh milk and cream purchases; soft drink purchases. Copies of "Food Buying Habits of Wisconsin Farm Women" are available from R. J. Pommrehn, Director of Research, Midwest Farm Paper Unit, 1912 Grand Ave., Des Moines 5, Ia.

"Anti-Recession Policy

for the Federal Government in 1958": A statement by The Program Committee of the Committee for Economic Development which deals with the policies the Committee believes the Federal Government should follow in 1958 to aid economic recovery. It explains the present position of the economy; what should be done now; conditions warranting stronger action; what should be done if the recession deepens; re-scheduling Government expenditures; a large temporary tax cut. Copies are available from Porter McKeever, Director of Information, Committee for Economic Development, 711 Fifth Ave., New York 22, N. Y.

How to Plan Your Move

A kit which contains a check list especially prepared to provide information necessary for efficient moving; transit insurance plan; labels to be used on cartons containing breakables; labels for listing contents; two-color announcement folders and envelopes to use in notifying your friends of your change of address. For your "Planning Your Move" kit, write to E. S. Wheaton, President, Wheaton Van Lines, Inc., 1813 N. Meridian, Indianapolis, Ind.

Wisconsin Farm Women

A survey of their shopping habits: day of week they do most of their grocery shopping; how often they stock up on groceries; who does the shopping; in what type of store they do most of their grocery shopping; what per cent of their groceries are bought in super markets, small local grocery stores, general stores; how many miles they live from the towns in which they buy most of their groceries; how many grocery stores they trade in regularly; reasons for trad-

"Executive Living"

Analysis of personal buying habits of *The Wall Street Journal* subscribers. It includes moving and travel; wardrobe and shopping (male and female); books; cigars by the box; household effects; liquor by the case; mail order buying; major shopping trips with husband, with wife; newly introduced products; gifts, hobbies, sports and amount of money spent on them. Copies are available from Francis X. Timmons, Advertising Manager, *The Wall Street Journal*, 44 Broad St., New York, N. Y.

Catalogs for Engineers

A report from the Committee of One-Hundred (made up of prominent consulting engineers from all parts of the country, representing all sizes of firms and fields of specialization) which gives opinions and suggestions that will help marketing and sales executives and their advertising agencies do a better job in preparing

Sales BUILDER

Sensational for Sales Promotion Publicity

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Our gas or electric powered cars are scaled down replicas of their smart '58 big brothers. 6 models. Give you unique promotion opportunities as consumer or sales incentive prizes.

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engineering catalogs. The report is a composite of their thinking. It is not the opinion of any one man on the Committee, but all of them agree with most of it, and most agree with all. It points up the need for catalogs and bulletins that can be used by consulting engineers in their design work and in writing specifications. It tells how the engineer uses catalogs, what kind of information is most helpful to him, and what is better left unsaid. For your copy of "How to Prepare Catalogs for Consulting Engineers," write to Ernest Gauley, Publisher, *Consulting Engineer Magazine*, Wayne near Pleasant St., Saint Joseph, Mich.

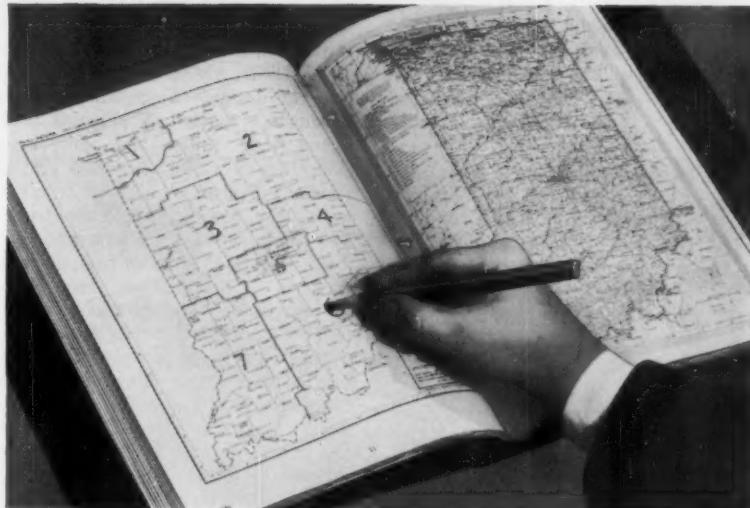
"Writing Out Loud"

A hintful handbook for dictators. Authored by A. Donald Brice, it explains these dictator's commandments: You are a person. Everything you write should reflect your individuality, communicate your thoughts. Don't put off till later what can be done now. Most letters deserve answers. When in doubt, write. Organize your thoughts before you express them. Then, talk as you think. Honor your secretary by being a thoughtful dictator and boss. Don't mumble or meander. Don't cloud your thoughts with clichés. Don't bore or confuse the addressee. When you make a mistake, correct it at once. Covet time—for its proper use brings accomplishment. A copy may be obtained from A. Donald Brice, Advertising Director, Dictaphone Corp., 711 Third Ave., New York 17, N. Y.

Who Buys Sewing Machines?

The accent is on youth, according to this "Special Report of the Redbook Sewing Machine Market." Each year younger families enter this market in increasing numbers. While cabinet models are still popular with both age groups, portables are gaining ground among young families who want convenience and handling ease. Twenty-nine per cent already own portables, as opposed to 24% of the older families. Data cover present ownership of portable and cabinet models; age of machines now owned; buying plans for straight stitching, zig-zag, fully automatic machines; garments made during the year; brands already in use; brands planned to buy next. For your copy of the complete report, write to Austen Ettinger, Promotion Manager, Redbook, 230 Park Avenue, New York 17, N. Y.

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If Dior Can Presell Design Why Can't Detroit?

(continued from page 34)

don't accurately report on their clients' offerings. Too many have been trained to write in product advantages that don't exist in the first place.

In an interview reported in *The Saturday Evening Post* for January 18, 1958, Edward T. Ragsdale, vice-president and general manager, Buick Motor Division, General Motors Corp., said, with specific reference to design: "As you follow this business you become more and more bewildered on what the public will accept. You can't outguess them hardly."

Gamble Too Great

Yet automobile manufacturers have too much at stake to gamble the success or failure of a new model on guesswork. Few will deny that recent shifts of position in the market, and the trouble the Ford company recently met in trying to launch the Edsel, are related to lucky or unlucky (in terms of public reaction) guesses on "style." What is needed, if at all possible, is some way to anticipate — or better yet, to guide — public taste.

Market research on style preference cannot be as useful in this industry as in others. The time lag between the moment it is necessary for the manufacturer to commit himself and the day his cars reach the market is too long. What the Ropers, Gallups and Dichters find the public wants in 1958 may not suit the public taste at all in 1961, when cars designed according to their findings appear on the showroom floor. Nor, once "style" for a new model is settled, is there too much effort to win public favor for it in advance. Manufacturers and dealers alike wince at the idea of distracting attention from present models by dazzling previews of others soon to come. The custom is to keep the new model secret until the last moment, when—hopefully—most of the old are already sold. Even when auto makers have been bold enough occasionally to show a novel years-ahead car, the apprehensions of dealers had to be overcome by making it so bizarre that only the "avant garde" would want to be seen in it.

There is another inhibiting factor. The public is apparently willing to accept a radical engineering change, cautiously introduced, even though it tends to obsolete cars bought only a

year or two ago. This, thanks to the authority American companies have won in this field, looks like "progress," in which all will ultimately share. With respect to style, however, their authority is by no means so well established: only one American car was shown by the Museum of Modern Art in its exhibition of fine car design. Taste, moreover, is so much a matter of personal preference that, unless and until associated with other personal values (such as prestige), it is hard to dominate. And there is always the danger that any obvious effort by automobile manufacturers to dominate it will excite a suspicion that their secret purpose is to accelerate obsolescence.

So the manufacturers seem to be caught in a trap. They can't afford to gamble. Yet, as things now stand, there's little else they can do. Once a new model is released, of course, the style is plugged for all it's worth. By then, however, the die is cast and, if the throw is unlucky, the cost is terrible.

Is there any way out of this dilemma?

Yes, in two steps.

To Accept Style

It is important to note here, however, that none of the following remarks concerns the *choice* of style. Some of the procedures suggested, it is true, may aid that choice, but these comments essentially assume that the basic style is already determined. They concern only the problem of pre-conditioning the market to accept that style when the cars finally appear.

Step One: To earn style "authority."

There is no reason why a great automobile company should hesitate to proclaim its vital interest in style, describe for the public the problems it meets in applying the principles of good design to cars, and explain how it goes about solving them. Attention can be focused on current models by using them as illustrations. But this is not the real goal: the real goal is to win such repute for the company's interest and skill in design that people will be inclined to assume that any model the company makes is bound to be "good looking."

The fashion trades are experts at this. Producers often go to extremes

to identify a particular figure, such as Christian Dior (financed by a textile magnate) as the great authority in the design of women's clothing. Then his sponsors count on him to condition the market by his show each season for materials and patterns they have — with his advice — already decided to manufacture.

Such a "prima donna" system, however, may not be appropriate in the automobile industry. With modern public relations techniques it is not necessary to project style "authority" via a few special personalities; it can become a continuing component of the living "corporate image" projected by everybody associated with the company every day.

Example: Dealers. Suggesting that dealers may be a good vehicle for projecting style "authority" may sound paradoxical. Their problems in disposing of current models are too acute for them easily to take interest in promoting, in addition, what looks like a vague abstraction. Yet, at the latest annual convention of the National Automobile Dealers Association, they were told: "The manufacturer can sell the image of the car but the dealer must sell an image of himself." And, surely, that image must present him as knowledgeable in things the public wants to know about cars — style as well as performance.

Here is where, by grinding his own axe, the manufacturer can at the same time grind that of the dealers. The average dealer is — presumably — at present happier figuring discounts and trade-ins than justifying "style." He needs help. And the way to help him is by a dealer education program which, if sound in its own right, will *per se* go a long way toward achieving the manufacturer's own goal — authority in style.

Dealer Style Expert

The introduction of such a program to dealers might go like this: "You admit the public is design happy, you admit this is what the public is interested in, what they want. Does it not follow that if you are to live with them and sell them, you must lead them in their appreciation and understanding of what is what in automotive design. Does it not follow that you can become recognized in your community as expert on this subject — a subject which, by your own admission, interests almost everybody?"

"In order for you to achieve this position, it is obvious that you must know more on the subject than your competitors and almost all of the public. We believe this is a reasonable

objective, worth our time and money and your time and money. We have the advantage of being a big organization that can buy the necessary talent and appropriately create and package a design appreciation course beamed to your needs. If you and your staff put in a reasonable amount of time to digest this course, you will quickly be in a position to influence the style knowledge and appreciation of your community, particularly as it involves automobiles.

"We have also worked out a method whereby you may sensibly and effectively project yourself to the community in association with this concept by advertising and public relations activities of your company on a local, sectional, state, national and international basis.

Too Much to Chance

"The public has spoken. It wants good style. Your company has been giving them good style, but up to now too much has been left to chance. We believe this matter is so important to the future of our business and yours that we are using the means mentioned above to make sure good style is appreciated and understood. The course we have prepared is in no sense a course designed to teach you how to sell automobiles. Nor is it an apologia for past, present or future models the company has or will produce. The course is loaded with automotive style information but not to the exclusion of basic fundamentals that one should master in order to appreciate better design in any of its physical forms as it relates to our better living."

This is but one of the manifold possibilities. There is little doubt that a great automobile company, with all the ramifications of its influence, can project style "authority" into every area of special interest to the members of the family unit. Junior can read in his magazine the auto industry's contribution to the design of sporting goods; Sister, to movies or television or record albums; Mother, to Paris gowns or home furnishings; Father,

Orders from Reps

"If you want more orders from your representatives organize essential data concerning your products and services so that they are simple to understand and absorb. And especially provide means of helping your men to apply your products and services to the special needs of your prospects."

Sidney Edlund
Sidney Edlund & Co.

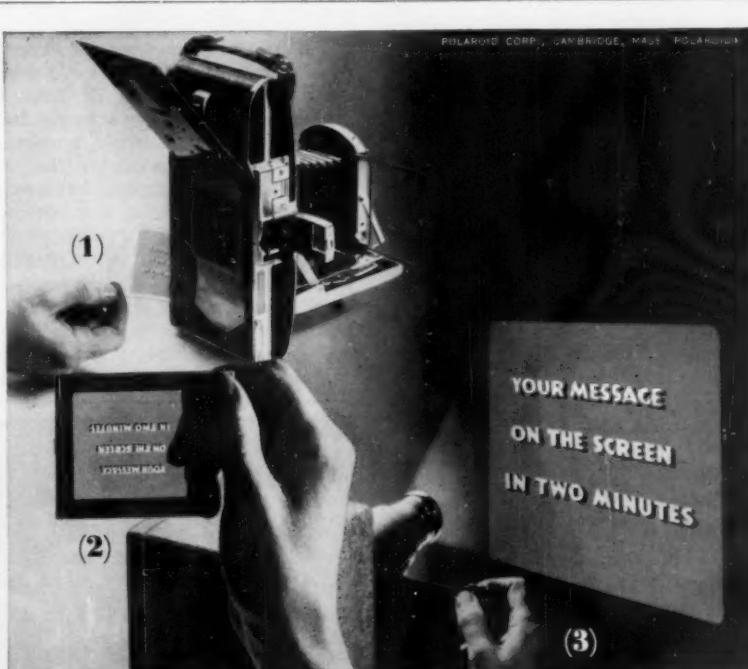
to office equipment, highway construction or his new smoking jacket. And the company which first spread-eagles the field will reap the richest reward.

Step Two:

To pre-condition the market for acceptance of a specific new design when it appears. Yet, it is not practical to reveal the design in advance. So here comes the crucial question—*Is it possible to presell a design without revealing it?*

Yes. "Style" or "design" is the product of many components — e.g., shape, sheen, color, and, to borrow a word from grammarians, "semantics"

(associations evoked by these qualities). These components can be separated and exploited individually. Assume, for example, that a design involving "box" shape is decided upon. In a world saturated with "flight" shapes it should not be too difficult to start a vogue for return to "honest simplicity," via everything from ash trays to zithers, without once mentioning automobiles. Or, for another example, cooperate with the home-furnishing trades in their campaigns to influence color choice. In any case, the purpose is, by exploiting one or more of the components, in advance,



(1) Snap it... see it! (2) Slip it into a mount, and (3) project it as big as you want.

Polaroid Corporation Announces

QUICK, EASY WAY TO MAKE SLIDES

Now with a standard Polaroid Land Camera, you can make slides for Sales Meetings, and project them immediately.

Polaroid Corporation has perfected a film which produces black-and-white slides right in a regular Polaroid Land Camera. Just click the shutter and two minutes later you have a slide ready for projection.

These on-the-spot slides can help you tell a picture story to everyone—prospects, existing customers, the field selling force, management. A versatile Copymaker is available to make slides from any text, existing photographs, charts, graphs or titles. Or, if you wish, you can take the camera into the field to photograph products, displays, and other material.

Two sizes are available— $2\frac{1}{4} \times 2\frac{1}{4}$, and $3\frac{1}{4} \times 4$ for use in existing "lantern slide" projectors.

These slides cost about $\frac{1}{2}$ as much as conventional slides. But the real saving is in the time and effort that it takes to put any picture on the screen. Send in this coupon for detailed information, plus booklet, "On Your Feet," loaded with hints for your next speech.

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Please send me detailed information on the new Polaroid transparency system.	
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to create a climate hospitable to a new model embodying such components.

Admittedly, this is a little like trying to control the weather. Nevertheless, there are precedents—in textile colors, for example, by The Color Association of the United States, Inc., in women's fashions by accessories experts, and even in automobiles. Fisher for a long time enjoyed profitable "style authority" in bodies. Chrysler wisely bet heavily on its "Forward Look" and it paid off. However, ensuing lack of public relations and promotional imagination now seems to indicate that Chrysler has been unable to keep interesting this abstraction carried over from model to model.

The public relations product image approach offers a broad canvass which up to now has not been used appropriately. Ad men speak blandly of projecting "image." Few do because their technique is usually to "dumb it up" and make their brand subject so sharply delineated that nothing is left to the imagination. Design will always fascinate people no matter what their education or station in life, because it excites deep personal associations. In P.R. when we speak of "image" we require imagination of the audience so that the audience

Get Rid of the Useless

"Companies must not overlook the need for removal of products that are no longer profitable. Getting rid of a product is often more difficult than entering a new field and since the same kind of analysis and evaluation is required in product pruning as in product addition, we group both of these in the function of product planning."

David W. Day
Consultant,
Product Planning
General Electric Co.

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See How it
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PLUS REPORTS from Clients
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To get a clearly defined and realistic idea of what can be achieved with your next special events, actual cost figures, etc... phone or write Edwin L. Neville, Vice-President, SPECIAL EVENTS INCORPORATED, 222 East 46th St., New York 17, N.Y. Murray Hill 2-2363

► Tear out coupon & mail with your business letterhead

To Special Events Inc., 222 E. 46th St., New York City 17

SMS-2-58

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| <input type="checkbox"/> Annual Conventions | <input type="checkbox"/> Previews |
| <input type="checkbox"/> Civic Celebrations | <input type="checkbox"/> Product Promotions |
| <input type="checkbox"/> Dedication Ceremonies | <input type="checkbox"/> Sales Meetings |
| <input type="checkbox"/> Events in the Fine Arts | <input type="checkbox"/> Stockholders Meetings |
| <input type="checkbox"/> Fashion Events | <input type="checkbox"/> Workshop Sessions |
| <input type="checkbox"/> Fund-Raising Benefits | <input type="checkbox"/> Other Special Events |

My Name _____

Title _____

can more easily associate the images with their own desires. It has been written that the mind of man is capable of appreciating a single feature of a compound design, a woman for example, so thoroughly that as long as she has blue eyes or brown hair or tiny feet, nothing else matters. Be that as it may, it is certainly true that the market will more quickly welcome a design with the components of which it is already familiar and "pre-sold" than one which lacks the benefit of such prior associations.

Perhaps the most controversial area

of commercial communication is public relations. Time is running out for Detroit. Capital is losing interest in a business where 25,000 or a quarter of a million car sales—and nearly half as many jobs—depend on whether the fins look right to an uninformed customer. This is roulette. Time is running out for an industry whose dealers cannot sell their cars for an honest profit, like the man who sells hot dogs. When the hot dog man must make his money on the mustard, he gets into another line of business. Perhaps that is why so many dealers are quitting. Most American businessmen don't like to be car dealers forced to make their money because the buyer is confused as to what insurance or financing should really cost. And as the banks and insurance companies insure and bank more efficiently, giving the customer a better shake on these items, things grow even rougher for the dealer. So capital with a long view is asking questions. Yet so much of it is needed in Detroit that a very little desertion can cause a stampede. In short, Detroit must learn to bring its abilities to communicate and sell up to its abilities to engineer, design and produce. And it will. But the transition period could be very rough. It is to be hoped this state of affairs will not long continue. ♦



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Sixty-four percent (64%)
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SF offers an exceptional package
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EXECUTIVE SHIFTS IN THE SALES WORLD

General Foods Corp. . . .

Ralph S. Moriarty is appointed marketing manager for the S.O.S. division.

Dr. Pepper Co. . . .

Herbert Ward becomes vice-president, sales; Ernest F. Marmon, v-p franchising, and H. M. Browder, v-p, assistant to the president. H. S. Billingsley is named senior vice-president, and E. M. Dosser is elected vice-president, customer service.

Wallace Silversmiths . . .

J. H. Asthalter becomes vice-president, marketing, and E. P. Dolliver, vice-president of Canadian subsidiaries.

Congoleum-Nairn, Inc. . . .

Frederick H. Cook is elected executive vice-president and executive committee member. He was formerly sales v-p for the Gold Seal division.

Magnesium Co. of America . . .

Charles L. Thompson is appointed general sales manager.

Cutler-Hammer, Inc. . . .

E. B. Fitzgerald is named apparatus sales manager; assuming the position of general sales manager is F. A. Wright. R. C. Monahan is made marketing research manager.

Gillette Safety Razor Co. . . .

William G. Salatich is named general sales manager. He had been assistant general sales manager since September, 1957. Thomas W. Casey and Stephen J. Griffin are appointed assistants to the president.

Seamless Rubber Co. . . .

Arthur P. Simpson is appointed vice-president, marketing.

Prince Matchabelli, Inc. . . .

Gerald A. O'Reilly is promoted to sales manager. He was formerly assistant sales manager of this Vick Chemical Co. subsidiary.

Ford Motor Co. . . .

L. E. Dearborn, formerly assistant general sales manager for regional operations, is appointed general sales manager of the tractor and implement division.

B. F. Goodrich Co. . . .

Robert P. Kenney is named director of international activities for the B. F. Goodrich Chemical Co. division.

Permacel-Lepage's, Inc. . . .

J. L. Callahan is appointed vice-president, merchandising, for the consumer division. He has also been named to the board of directors.

U. S. Rubber Co. . . .

James A. Napier is appointed to the new post of director of allied sales sections of the tire division. His responsibilities cover Fisk, Gillette, bicycle, aircraft and bus tires.

Aeroquip Corp. . . .

William F. Rogge is named gen-

eral manager of the industrial division, while Ted Mosher becomes industrial sales manager of Aeroquip's western division.

Olin Mathieson Chemical Corp. . . .

Harry E. Gude is appointed vice-president, manufacturing, of the aluminum division.

Weirton Steel Co. . . .

Albert J. Berdis is elected president of this division of the National Steel Corp. He succeeds Edwin O. Burgham, who was elected board chairman.



There's nothing really new about it . . . unless you'd really like to ease yourself out of the "profit pinch." What is the big IDEA?

Give your "selling-power" a real boost.

Your distributors can make more calls at less cost than anyone else. But how hard are they selling *for you*? That's what really counts, isn't it?

After all, they handle more than one line. You have to make them *willingly* devote more of their valuable time to your products.

Talk to your distributors. Tell them about your company . . . your distributor benefits . . . your training program. Your product line . . . how broad is it? How versatile? Any unusual applications? How about sales aids? Advertising and promotion "back-up."

They're bound to sit up and take notice if you talk to them in *their one and only magazine* . . .

Industrial Distribution

A McGraw-Hill Publication 330 West 42nd Street, New York 36, New York



HIGH SPOT CITIES

Where Business Is Better—and Why

(continued)

and Federal Reserve Bank reports on department store sales.

Total retail sales in May are forecast at \$16.7 billion—a decline of 3% from May, 1957.

But, "even in a recession, there will always be some areas less affected than others, and some with their own local booms to offer opportunities to those in a position to capitalize on such differences." So says Dr. Jay M. Gould, managing director of Market Statistics, Inc., and research director of SALES MANAGEMENT's *Survey of Buying Power*.

Hard Goods Decline

Dr. Gould points out that the retail sales box score (on this page) indicates for the first quarter of 1958 "an overall slight drop from 1957 with the declines in hard goods (auto, furniture and appliances, lumber, building materials, hardware) not quite balanced by gains in soft goods (food, apparel, gasoline, drugs)."

Dr. Gould notes that "in general those areas whose 'city national' indexes are over 104 are those in which sales and income are still registering gains over last year. And where unemployment is less than five or six percent. In some such cases are central cities serving rural areas where rising farm prices are giving farming a relative advantage."

Other favorable factors which have kept these High Spot Cities comparably free from the recession include

tourism and the government's missile program. Florida, for instance, is the only state in the country boasting above average indexes for all major cities. The answer: tourism along with a high percentage of steady-employment industries and construction.

Gould observes that "some areas, like San Jose, Calif., are already reflecting the effects of the stepped-up missile program. Other aircraft cities, such as Los Angeles, Wichita, Paterson, San Diego and Tulsa, are still experiencing payroll declines as a result of the time lag involved in translating recent procurement expansions into a pick-up in employment."

Gould forecasts: "such gains are bound to come."

"Still other areas," he says, "like Lynn, Mass., or Wilkes-Barre, Pa., are now showing above average gains as a result of recovery from recession lows reached at an earlier stage. One can conceive of a national recession as a result of many local booms and recessions, each with somewhat different time spans."

Some big cities, like New York and Chicago, which are centers for service and trade, show relative leads over the country as a whole because of their high degree of diversification—and their large populations.

But it's no secret that Detroit—highly dependent on the automotive industry—is hard hit. The city's index has slipped to 92.5. The state of Michigan is only slightly better

with a 93.6 index. Battle Creek, however, is rated at 102.9.

The value of High Spot Cities becomes even more apparent "during a dip." Suggested uses for the accompanying data include:

1. Special advertising and promotion drives in spot cities.
2. A guide for your branch and district managers.
3. Revising sales quotas.
4. Checking actual performances against potential.
5. Basis of letters for stimulating salesmen and forestalling their alibis.
6. Determining where drives should be localized.

Latest Estimates

The next SALES MANAGEMENT High Spot Cities forecast will appear in the June 6 issue. These forecasts are published in SALES MANAGEMENT's first issue of each month and in their present form have been a key marketing tool for more than 10 years.

An even more comprehensive marketing planning tool will be issued May 10. It's the 29th annual SALES MANAGEMENT Survey of Buying Power. Latest 1957 retail sales estimates will be issued for nine store groups: food, eating and drinking places, general merchandise, apparel, furniture and household appliances, gas stations, lumber, building, hardware, and drugs.

The Survey of Buying Power also contains estimates for population per family and per capita income, and a breakdown of personal incomes by five brackets. All of these figures are shown by states, metropolitan areas, and cities.

Retail Sales Box Score

	3-Month Totals \$ Millions			March \$ Millions		
	1958	1957	% Change	1958	1957	% Change
Food	12,072	11,085	+ 8.9	4,145	3,915	+ 5.9
Eating & Drinking Places	3,304	3,291	+ .4	1,144	1,140	+ .4
General Merchandise	4,097	4,097	—	1,519	1,493	+ 1.7
Apparel	2,507	2,311	+ 8.5	955	832	+ 14.8
Furniture & Appliances	2,278	2,336	- 2.5	782	806	- 3.0
Lumber, Building, Hardware	2,515	2,696	- 6.7	915	1,030	- 11.2
Automotive	8,009	9,261	-13.5	2,728	3,317	-17.8
Gasoline Service Stations	3,539	3,385	+ 4.5	1,208	1,181	+ 2.3
Drug & Proprietary	1,569	1,455	+ 7.8	524	500	+ 4.8
*Total Sales	44,510	44,586	- .2	15,417	15,788	- 2.3

*Includes data for kinds of businesses not shown in above nine categories.

"Business Is Good Here!"

(Figure opposite each city is index 1958 vs. 1957)

ROCHESTER, N. Y. 105.2

Unemployment currently only one-half of 1949 figure. Many local companies such as Kodak, Grafex, Bausch & Lomb, Haloid bringing out new items, stepping up advertising—sales. Retailers report "good results" from advertising of special sales.

BATON ROUGE, La. 112.5

"Auto Buy" campaign April 11-19 brought increased sales activity to 11 of 13 dealers. It's theme: "Keep Baton Rouge's Economy Rolling." Crawford Corp. reports "excellent results" in promotion of five new subdivisions. Nearly \$100 million area industrial expansion under construction or contract.

NORRISTOWN, Pa. 109.4

Active downtown and shopping center promotions stimulate buying here rather than in neighboring Philadelphia. Home building increases.

Multi-million dollar industrial expansion within four miles by General Electric keeps future bright.

DENVER 108.1

Unemployment high but *employment* highest. Biggest employer — Gates Rubber Co. — now running six shifts around the clock making replacement tires [for people who aren't buying new cars]. Martin-Denver [building Titan ICBM] keeps 5,000 employed in 800,000 Metro area. Farm prosperity flowing into territory's retail stores, thence into Denver is "largest factor" in good sales picture. Dollar volume of home mortgage loans up 45% first quarter.

LOS ANGELES 105.3

Signs of employment picking up. Aircraft and missile contracts keep city well ahead of national business index averages [March employment up over 1,000 above February]. Con-

struction—though not at highest—remains high. (Building of apartment houses continues at last year's record breaking pace.) Local auto, rubber, steel industries manage to keep fairly operational despite some setbacks. Better business forecast with better weather (Los Angeles had one of wettest springs in its history which delayed agriculture and construction operations).

JACKSONVILLE, Fla. 108.8

Some unemployment in shipyards, paper mills. Large number of insurance offices with home or regional offices located here maintain steady employment and pay rolls though. Also big Navy complex—annual payroll \$100 million. Bus strike and Negro cab driver strike reported to have boosted used car sales. Shoppers finding it hard to get downtown are staying longer, *buying more*.

TAMPA, Fla. 107.9

Retail sales up about one-third over 1957. One reason: Area construction in February up 46.6% over same period last year. During next two years \$150 million will be spent here for new factories, civic highway and utility improvements. MacDill Air Force Base adds to stability. Two large breweries — Schlitz & Budweiser — establishing here. Bank clearings up 10.3%.

FLORENCE-SHEFFIELD-TUSCUMBIA, Ala. 113.8

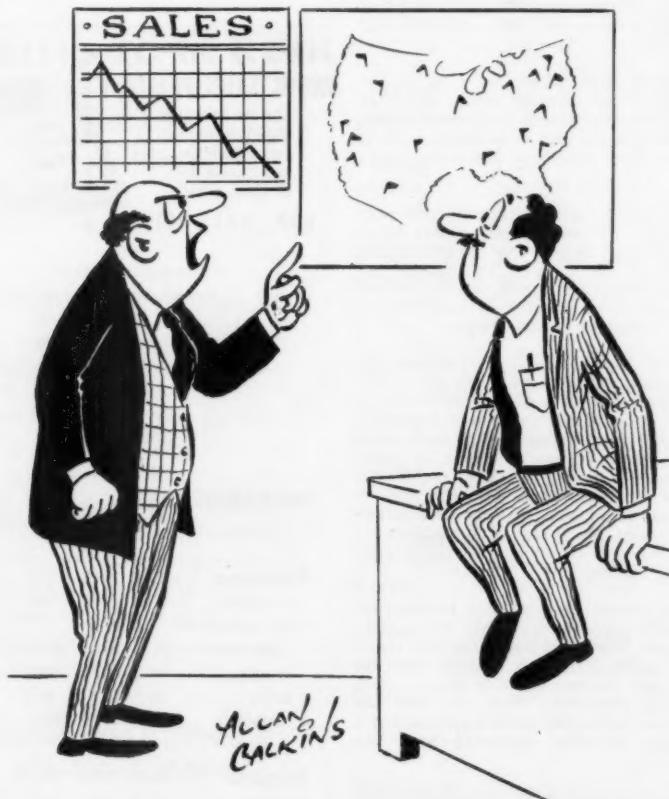
Agricultural, industrial diversification largest reason for area withstanding current recession. Construction industry in "high gear." "Backbone" of agricultural-industrial framework is integrated development of Tennessee River. Doing well: cotton, small grains, beef cattle, aluminum, ferro alloys, plastic and rubber products, textiles.

COLUMBUS, Ohio 106.2

Construction probably biggest single factor in current showing. Spring building volume either authorized or underway is largest for any first quarter in city's history. Authorized home building double 1957. Western Electric building \$50 million plant to employ 3,000. Heavy stable employment [25,000 to 30,000] in state capital offices, universities, federal and county government offices. "No false props being used to keep up current economy."

SALEM, Ore. 112.2

As state capital, city has \$2½ million payroll which "increases year after year regardless of which way the



"I suggest we take the pins out of the map and stick them in the salesmen!"

economy goes." Salem's 13 canneries and processing plants also "create year-in and year-out payroll."

DES MOINES, Iowa 107.3

Practically "no over-expanded boom activities to be curtailed." Favorable conditions throughout state due primarily to good prices for agricultural products and relatively stable businesses and industries.

SIOUX CITY, Iowa 113.4

Last year's grain crops were abundant after several years of drought. Market prices for cattle and hogs have been excellent. (Cattle—30% above '57, Hogs—70% above '57.) Layoffs mostly seasonal. Aggressive sales promotion campaign carried on by a merchandising council.

SPRINGFIELD, Mo. 106.3

Economy called "well rounded and balanced" not "in spite of recession" but "in spite of worst winter years." No large industry in which great numbers of workers laid off. Large agricultural area with dairy products most important.

ALBUQUERQUE, N. Mex. 114.0

Well diversified industries and substantial federal installations covering secret weapons development and related atomic projects (with uncut payrolls) make for "growing and stabilized economy." Albuquerque has "needed no pumping, priming, nor special measures to keep economy in balance."

MADISON, Wis. 104.2

Not industrial city. Does have industrial unemployment. But university, federal, state and county employed provide stability. City does "not hit prosperity peaks and depression dips experienced by more industrialized communities."

ABILENE, Tex. 112.1

Business helped by "diversified economy." Dyess Air Force Base has \$24 million annual payroll. With drought over, cattle industry improved, prices stronger. Building permits up half-million dollars over last year first quarter. Huge highway program, \$3 million Freeway underway. First quarter bank deposits set new record —\$82 million plus.

EL PASO, Tex. 108.5

Expansion of scientific and military establishments in area to set all time highs during 1958. Building (private, industrial, governmental) going

strong. Tourist trade increasing. Grazing lands back in good shape after drought.

CANADA

REGINA, Saskatchewan 106.4

Employment slightly down but construction booming. Expected to total \$30 million this year (mostly in homes but some industrial and commercial) for new record high. Medium gravity oil shipments—despite U. S. import restrictions flowing nicely into U. S. Savings of people considered quite high after long period of agricultural prosperity.

VICTORIA, B. C. 121.4

Not much of an industrial city. Home of provincial government with large civil service—stable employment. Many retired people with fixed incomes. Plywood and saw mills working well—looking for an upturn soon. Unemployment about 50% lower than rest of province. Residential construction running approximately 126% ahead of last year.

* * *

Sales Management's Research Department, with the aid of Market Statistics Inc., maintains running charts on the business progress of 302 of the leading market centers of this country and Canada.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index, 1958 vs. 1948." This figure ties back directly to the official 1948 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1948 month. In Canada the year of comparison is 1951, the most recent year of official sales Census results.

The second figure, "City Index, 1958 vs. 1957" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today compared with last year.

The third column "City-National Index, 1958 vs. 1957," relates the city's changes to the total probable national change for

the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1957 which equals or exceeds the national change.

HIGH SPOT CITIES RETAIL SALES FORECAST:

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.



FOR MAY, 1958

RETAIL SALES FORECAST (S.M. Forecast for May, 1958)

City	City			\$
	Index	1958	1958	
1958	1958	1958	(Million)	
vs.	vs.	vs.	May	
1948	1957	1957	1958	

UNITED STATES

155.1 97.0 100.0 16689.00

Alabama 154.5 95.3 98.2 208.17

Birmingham ... 147.4 96.0 99.0 41.38

★ Florence-Sheffield-

Tuscaloosa ... 212.0 110.4 113.8 7.74

Gadsden 137.5 92.1 94.9 5.86

Mobile 167.0 91.7 94.5 19.00

★ Montgomery ... 171.4 97.7 100.7 14.64

Arizona 213.6 101.6 104.7 115.63

★ Phoenix 219.8 104.1 107.3 37.61

★ Tucson 224.5 100.3 103.4 19.82

**BRIGHT
SPOT
IN
FLORIDA**

THE BIG, GOLDEN....

Nobody has told us anything about recession down here in Central Florida . . . Why blame us if we're not scared, weeping and wailing?

Some fruit froze . . . Some cattle died, but increased prices on what we have left continue our prosperity.

Orlando Sentinel-Star has more than 5 times the combined circulation of Tampa, Miami and Jacksonville papers in the Central Florida 5-County area.

Orlando
THE BRANHAM CO.

**They're Your
FIRST TEAM**

If your product's sold in York County most of your business comes through Biddeford-Saco dealers. They account for 57% of the county's automotive sales, 46% of general merchandise, 39% of food—42% of all York County's sales. The **Biddeford Journal** alone ties you in with their selling efforts—the paper they advertise in, the paper most of their customers read.

**THE BIDDEFORD
JOURNAL**
BIDDEFORD, MAINE

Represented by

The Julius Mathews Special Agency, Inc.

**HIGH SPOT CITIES
RETAIL SALES FORECAST:**

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FOR MAY, 1958



**RETAIL SALES FORECAST
(S.M. Forecast for May, 1958)**

City	City	City	Nat'l.	\$
	Index	Index	Index	(Million)
	1958	1958	1958	May
vs.	vs.	vs.	vs.	May
1951	1957	1957	1958	1958

**RETAIL SALES FORECAST
(S.M. Forecast for May, 1958)**

City	City	Nat'l.	City	City	Nat'l.	\$
Index	Index	Index	Index	Index	Index	(Million)
1958	1958	1958	1958	1958	1958	May
1948	1957	1957	1958			

Florida	267.1	101.4	104.5	514.17
★ Fort Lauderdale	388.2	99.2	102.3	19.25
★ Jacksonville	218.5	105.5	108.8	44.74
★ Miami	242.1	102.4	105.6	77.39
★ Orlando	300.6	101.9	105.0	21.07
★ Pensacola	355.2	97.9	100.9	16.62
★ St. Petersburg	284.6	101.3	104.4	26.75
★ Tampa	281.8	104.7	107.9	37.22

Georgia	169.7	96.0	99.0	294.53
Albany	181.1	94.6	97.5	5.47
★ Atlanta	180.9	98.6	101.6	78.69
Augusta	176.7	91.9	94.7	12.07
Columbus	151.5	93.9	96.8	11.56
Macon	165.9	95.1	98.0	11.43
★ Savannah	171.9	97.9	100.9	15.44

Hawaii	153.5	102.0	105.2	30.79
★ Honolulu				

Idaho	142.7	102.4	105.6	68.32
★ Boise	171.7	103.6	106.8	9.27

Illinois	145.0	96.7	99.7	1045.87
★ Bloomington	132.2	100.7	103.8	6.21
★ Champaign-				

Urbana	146.4	99.7	102.8	9.19
★ Chicago	131.3	98.4	101.4	468.61
Danville	123.5	87.9	90.6	5.92
Decatur	159.2	93.7	96.6	11.97
East St. Louis	151.3	93.9	96.8	10.67
★ Moline-Rock Island-				

East Moline	145.4	100.0	103.1	13.62
Feria	134.6	91.9	94.7	18.24
Rockford	167.3	93.5	96.4	18.78
★ Springfield	145.4	97.0	100.0	14.86

Indiana	147.3	95.8	98.8	426.57
Evansville	141.8	93.1	96.0	16.31
Fort Wayne	143.4	95.6	98.6	20.36
Gary	155.9	92.7	95.6	18.10
★ Indianapolis	154.9	99.1	102.2	74.18
★ Lafayette	135.2	99.5	102.6	5.95
★ Muncie	158.8	97.0	100.0	8.67
★ South Bend	127.9	97.9	100.9	17.89
Terre Haute	124.1	95.0	97.9	9.72

Iowa	133.5	100.4	103.5	280.46
Cedar Rapids	138.3	93.6	96.5	11.38
Davenport	129.0	96.5	99.5	11.11

Iowa (cont'd)

★ Des Moines	143.1	104.1	107.3	29.22
★ Dubuque	135.6	100.2	103.3	6.94
★ Sioux City	150.1	110.0	113.4	14.05
★ Waterloo	133.9	97.6	100.6	9.37

Kansas	145.4	100.0	103.0	202.55
★ Hutchinson	116.5	97.0	100.0	5.04
Kansas City	147.3	95.3	98.2	13.11
★ Topeka	176.3	101.3	104.4	13.40
★ Wichita	212.1	103.8	107.0	35.34

Kentucky	147.3	94.6	97.5	202.53
★ Lexington	148.4	101.5	104.6	12.07
Louisville	150.9	93.9	96.8	50.41
★ Paducah	163.4	99.3	102.4	5.62

Louisiana	181.6	96.7	101.8	251.35
★ Baton Rouge	263.4	109.1	112.5	25.42
★ Lake Charles	269.2	103.2	106.4	9.91
Monroe-				

West Monroe	172.5	95.7	98.7	8.73
New Orleans	159.9	96.1	99.1	66.92
★ Shreveport	166.1	100.6	103.7	20.92

Maine	142.4	97.3	100.3	87.32
Bangor	142.3	92.8	95.7	6.19
★ Lewiston-Auburn	141.3	102.3	105.5	7.74
Portland	136.6	98.8	101.9	12.35

Maryland	181.5	96.6	99.6	280.91
★ Baltimore	153.2	98.3	101.3	128.99
Cumberland	139.2	95.2	98.1	6.21
Hagerstown	172.8	88.9	91.6	6.83

Massachusetts	146.6	94.4	97.3	505.28
Boston	133.5	95.3	98.2	117.37
Brockton	128.5	94.1	97.0	7.38
Fall River	115.3	96.5	99.5	9.71
★ Holyoke	143.2	97.5	100.5	6.87
Lawrence	127.7	95.4	98.3	9.68
Lowell	124.1	96.9	99.9	9.27
★ Lynn	133.2	100.3	103.4	10.84
New Bedford	122.3	93.8	96.7	10.60
Pittsfield	146.3	92.8	95.7	7.33
Salem	138.8	91.9	94.7	6.15
★ Springfield	145.6	99.8	102.9	23.34
Worcester	125.7	90.9	93.7	23.01

Michigan	153.0	90.8	93.6	740.92
★ Battle Creek	144.3	99.8	102.9	8.47
Bay City	154.4	96.3	99.3	7.83
Detroit	131.9	89.7	92.5	224.48
Flint	157.6	96.9	99.9	31.68
Grand Rapids	143.1	93.5	96.4	27.88

HIGH SPOT CITIES

RETAIL SALES FORECAST:

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FOR MAY, 1958



RETAIL SALES FORECAST (S.M. Forecast for May, 1958)

City	City	Nat'l.	City
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	May
1948	1957	1957	1958

Michigan (cont'd)

Jackson	140.8	91.3	94.1	9.12
Kalamazoo	165.9	94.7	97.6	13.35
Lansing	154.3	95.9	98.9	17.73
Muskegon	142.5	95.9	98.9	8.59
Pontiac	183.5	95.5	98.5	13.76
Port Huron ...	135.4	91.0	93.8	5.85
Royal Oak-Ferndale	225.6	90.2	93.0	15.23
Saginaw	150.2	91.8	94.6	12.89

Minnesota	138.4	96.8	99.8	328.21
Duluth	132.9	94.3	97.2	13.24
★ Minneapolis ...	134.5	97.2	100.2	79.14
★ St. Paul	132.9	100.2	103.3	43.77

Mississippi	143.9	93.1	96.0	119.54
Jackson	160.9	93.5	96.4	13.37
Meridian	160.8	95.7	98.7	5.32

Missouri	141.7	95.5	98.5	413.43
Joplin	132.3	94.8	97.7	5.72
★ Kansas City ...	119.6	97.9	100.9	73.19
★ St. Joseph	129.5	100.1	103.2	8.73
St. Louis	126.5	94.7	97.6	101.01
★ Springfield	161.2	103.1	106.3	11.41

Montana	136.5	92.5	95.4	67.66
★ Billings	166.0	101.1	104.2	7.92
Butte	128.7	86.1	88.8	5.10
Great Falls	144.3	90.4	93.2	7.00

Nebraska	135.8	99.9	103.0	147.16
★ Lincoln	146.3	100.8	103.9	14.28
★ Omaha	147.0	101.1	104.2	37.04

Nevada	224.1	98.4	101.4	37.05
★ Reno	190.3	99.5	102.6	11.26

New Hampshire

	147.6	98.1	101.1	56.25
★ Manchester ...	148.3	99.7	102.8	10.34
★ Nashua	150.9	98.1	101.1	4.51

New Jersey	160.4	95.1	98.0	581.47
★ Atlantic City ...	124.4	100.6	103.7	12.03
Camden	133.0	95.9	98.9	15.23

MAY 2, 1958

Portland, Maine
market

18% MORE FOOD PER PERSON

554,300 people in the 9 county
Portland, Maine, market spend
\$266,000 above national average
for food.

The Portland, Maine, market
tops the family food purchasing
averages of 47 states.

- 161,300 families
- \$1061. per family in food sales
- \$171,370,000 food sales
- 18% more food per person

64% of Maine's food sales
are made in the big
9 county Portland area —
more food sales than in:

New Hampshire	Idaho
Vermont	Delaware
N. Dakota	Montana
S. Dakota	Nevada
	or Wyoming

Portland, Maine
Newspapers

PORLAND PRESS HERALD EVENING EXPRESS
SUNDAY TELEGRAM

represented by the
Julius Mathews Special Agency

The Times DELIVERS the Groceries

The Little Falls market's \$8,760,000 food sales represent the plus buying by 9,000 local families who spend \$973 in grocery stores each year—\$84 above the U. S. family average.

Their purchases add substantially to your upstate sales totals. They can be sold effectively through the Times alone . . . with solid coverage that produces results at truly low cost.

Little Falls Times

LITTLE FALLS, N. Y.

Represented by

The Julius Mathews Special Agency, Inc.

Watch this "City"

A compact multi-city urban unit of over 60,000 population, dominating the two-county-plus "Muscle Shoals District" of the industrialized Tennessee Valley.

A sales
"High
Spot"



Check this rapidly growing market in your May 10 Survey of Buying Power!

The Florence Times The Tri-Cities Daily

Mail address: Florence, Alabama
Represented by Wallace Witmer Co.

HIGH SPOT CITIES RETAIL SALES FORECAST

See the Survey of
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FOR MAY, 1958



RETAIL SALES FORECAST

(S.M. Forecast for May, 1958)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1958	1958	1958	
vs.	vs.	vs.	May
1948	1957	1957	1958

Ohio (cont'd)

	Cincinnati	95.4	98.4	72.71
	Cleveland	92.7	95.6	129.54
★	Columbus	103.0	106.2	66.48
	Dayton	92.0	94.8	42.30
	Elyria	90.1	92.9	5.28
	Hamilton	95.6	98.6	9.55
	Lima	91.5	94.3	8.71
	Lorain	92.0	94.8	7.44
	Mansfield	90.5	93.3	8.60
	Middletown	96.4	99.4	5.49
	Portsmouth	88.9	91.7	5.64
	Springfield	89.1	91.9	11.11
	Steubenville	92.4	95.3	7.84
	Toledo	92.3	95.2	41.04
	Warren	88.3	91.0	8.82
	Youngstown	90.6	93.4	25.59
	Zanesville	90.8	93.6	5.77

New Jersey (cont'd)

	Elizabeth	96.4	99.4	12.91
	Jersey City			
	Hoboken	95.4	98.4	25.99
	Newark	91.3	94.1	54.01
	Passaic-Clifton	96.1	99.1	18.29
	Paterson	96.1	99.1	20.20
★	Trenton	105.6	108.9	25.95

New Mexico

109.4 112.8 86.79

Albuquerque .. 271.9 110.6 114.0 25.32

New York

102.1 105.3 1813.82

Albany 95.4 98.4 20.06
Binghamton 94.0 96.9 11.35
Buffalo 91.5 94.3 68.47
Elmira 92.0 94.8 7.66

★ New York

105.6 108.9 903.68

Florence .. 94.5 97.4 12.15
Hempstead Township ... 101.4 104.5 102.20
Jamestown 90.9 93.7 5.82

★ New York 105.6 108.9 903.68

Niagara Falls .. 94.5 97.4 12.15

Poughkeepsie .. 94.9 97.8 7.98

★ Rochester 102.0 105.2 54.65

Rome 91.5 94.3 4.74

Schenectady ... 95.9 98.9 13.93

Syracuse 96.9 99.9 31.67

★ Troy 101.5 104.6 9.79

Utica 93.7 96.6 12.00

North Carolina

94.7 97.6 321.28

★ Asheville 101.4 99.6

★ Charlotte 98.1 101.1 26.10

Durham 90.3 93.1 9.29

★ Greensboro 101.1 104.2 19.67

★ High Point ... 98.6 101.6 6.66

Raleigh 91.1 93.9 11.26

Salisbury 92.1 94.9 4.23

Wilmington 95.2 98.1 6.51

Winston-Salem . 89.5 92.3 13.59

North Dakota

102.2 105.4 66.30

Fargo 103.4 106.6 8.11

Ohio

93.2 96.1 946.39

★ Akron 97.1 100.1 40.78

Canton 91.9 94.7 17.65

Oklahoma

95.6 98.6 196.33

Bartlesville 92.1 94.9 3.00

★ Muskogee 101.5 104.6 4.57

Oklahoma City . 95.9 98.9 40.29

★ Tulsa 97.3 100.3 32.83

THE GROWING RUHR IN AMERICA

RECORD GROWTH SHOWS

IN ELYRIA'S

HIGH SALES INDEXES

You can understand why this is one of the nation's 50 fastest growing metropolitan markets when you check the sales activity of Elyria's stores—for example automotive sales 137% above par volume—furniture - household - appliance 93% above—food 60%—apparel 52%—lumber—bldg., and hardware 46%—general merchandise 37%.

Surest way to tap the area's \$373,929,000 buying income (average \$6642 per family) is through the Chronicle Telegram—the areas leading newspaper in news coverage.

Chronicle-Telegram

"The Family Newspaper"

ELYRIA, OHIO

Circulation 23,560 ABC 9/30/57

DOUBLE the Number of City Families

Represented by
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

If you aren't covered
by the



**BETHLEHEM
GLOBE TIMES**
you're not cover-
ing Penn's 3rd
largest market!

The Bethlehem Globe-Times

Roland L. Adams, Publisher
Gallagher-De Lisser, Inc., national representatives

ALTOONA
a TEST MARKET
with many advantages

In the center of a 50 mile island market is Altoona, Pa., with 143,151 men, women and children in the metropolitan trading area. In Altoona alone over 98% of the families read the Mirror, and in the entire trading area the coverage is 75%.

The volume of retail business in this great Altoona area market in 1957 exceeded \$139,000,000.

Whether you are seeking a better test market or want to expand your present sales, check carefully the many advantages of using the Mirror.

You can cover the Altoona Market . . . at one low cost by using the

**Altoona
Mirror**

RICHARD E. BEELER
Advertising Manager

MAY 2, 1958

HIGH SPOT CITIES RETAIL SALES FORECAST

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FOR MAY, 1958



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(S.M. Forecast for May, 1958)

	City				\$	
	City		Nat'l.			
	Index	Index	Index	1958		
	1958	1958	1958	(Million)		
	vs.	vs.	vs.	May		
	1948	1957	1957	1958		

Oregon	132.1	93.1	96.0	173.29
Eugene	128.9	92.4	95.3	8.43
Portland	124.5	92.1	94.9	58.82
★ Salem	150.6	108.8	112.2	9.29

Pennsylvania

	137.5	94.1	97.0	1008.29
★ Allentown	146.5	98.0	101.0	17.13
Altoona	117.9	94.5	97.5	7.48
Bethlehem	134.4	93.7	96.6	6.87
★ Chester	158.2	98.8	101.9	10.27
Erie	127.7	91.3	94.1	16.65
Harrisburg	144.7	95.5	98.5	16.58
Hazleton	114.7	92.5	95.4	3.92
Johnstown	133.3	95.4	98.3	9.82
Lancaster	150.2	93.8	96.7	11.16
★ Norristown	203.7	106.1	109.4	7.40
Oil City	98.1	91.3	94.1	2.01
Philadelphia	130.3	96.3	99.3	222.61
Pittsburgh	121.3	90.7	93.5	86.49
Reading	126.4	93.8	96.7	14.37
Sharon	119.8	89.9	92.7	4.32
Scranton	113.4	96.9	99.9	12.66
★ Wilkes-Barre	112.6	100.8	103.9	9.84
Williamsport	119.0	91.0	93.8	5.81
★ York	170.6	98.9	102.0	11.29

NEWPORT

ROHDE ISLAND'S RICHEST MARKET

Newport County's \$2,611,000 drug sales average \$145 per family—17% above average. A pay-off market for drug product advertisers—when they use the Daily News . . . only newspaper covering isolated Newport. It gives you 74% coverage of the city zone (home of 82% of the county's population), 63% of the county.

The Newport Daily News

Newport County's Only Daily

Largest Circulation
in Southern Rhode Island

Represented by
The Julius Mathews Special Agency, Inc.

RETAIL SALES FORECAST (S.M. Forecast for May, 1958)

City	City	Nat'l.	\$
Index	Index	Index	1958
1958	1958	1958	(Million)
vs.	vs.	vs.	May
1948	1957	1957	1958
1948	1957	1957	1958

Rhode Island

137.4	98.0	101.0	78.94
Newport	130.5	90.9	93.7
★ Providence	120.2	101.4	104.5
Woonsocket	120.5	90.2	93.0

South Carolina

160.5	98.7	101.8	151.54
Charleston	170.3	101.6	104.7
★ Columbia	165.4	97.5	100.5
★ Greenville	171.1	103.9	107.1
Spartanburg	112.6	93.1	96.0

South Dakota

129.2	102.3	105.5	66.23
Aberdeen	111.0	96.3	99.3
★ Rapid City	206.3	103.0	106.2
★ Sioux Falls	149.2	106.4	109.7

Tennessee

149.8	95.0	97.9	257.28
Chattanooga	147.6	94.3	97.2
Knoxville	144.4	95.7	98.7
Memphis	142.5	95.0	97.9
★ Nashville	171.7	99.2	102.3

verse Re

— the order . . . get your bonus first. That's Woonsocket, Rhode Island's isolated 100,000 "bonus market"—and you can get it only through The Call. Here, average food sales per family top the R. I. average by 22% (SM '57 Survey). Don't miss this populous area—sell it through Woonsocket's one-and-only daily, the—

WOONSOCKET

CALL

Representatives:

Gilman, Nicoll & Ruthman

Affiliated: WWON, WWON-FM

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PLUS + MARKET

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- FOLDERS
- PRESENTATIONS

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for every business need YOURS FREE

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FALL RIVER MASSACHUSETTS

N.Y.C. 411-FOURTH AVE.

ONE OF AMERICA'S LARGEST MANUFACTURERS OF LOOSELEAF PRODUCTS
DEPT. SM-4

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Seeking selling, purchasing sales correspondence, consulting or administrative post in New York City. Any firm with products to sell except those in corrugated paper and paper box industries. Perfectly able to commute to and from work and handle any assignment except those requiring sight. 30 years experience; 16 years with last firm as divisional sales manager. Please write or call if I can help you.

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Exposition Press, 386 4th Ave., N. Y. 16



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SALES MANAGER

Old est. co. doing national business from N. Y. needs experienced man with background of systems forms including peg board applications to do executive selling and supervise salesmen in N. Y. area, with some traveling to establish agencies nationally. Wonderful opportunity for capable executive type. Salary & bonus. State age, experience and salary range. Box 3387 Sales Management

SALES PROMOTION MANAGER

Experienced copy writer to supervise adv. copy and form letters—Selling by mail to dealers and consumers. Stock line of accounting forms and binders including peg board systems. Must be fluent correspondent with some experience in accounting or office systems. Fine opportunity with established N. Y. C. company. Write stating age, experience and salary. Box 3389 Sales Management

HIGH SPOT CITIES

RETAIL SALES FORECAST



See the Survey of
Buying Power for
full population, sales
and income data
on these cities.

FOR MAY, 1958 •

RETAIL SALES FORECAST

(S.M. Forecast for May, 1958)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1958	1958	1958	May
vs.	vs.	vs.	
1948	1957	1957	1958

RETAIL SALES FORECAST

(S.M. Forecast for May, 1958)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1958	1958	1958	May
vs.	vs.	vs.	
1948	1957	1957	1958

Texas

164.0 96.8 99.8 879.04

★ Abilene	175.1	108.7	112.1	8.86
★ Amarillo	184.4	100.5	103.6	16.72
★ Austin	166.4	101.7	104.8	18.43
★ Beaumont	162.0	102.1	105.3	15.27
Corpus Christi	202.6	96.1	99.1	20.64
★ Dallas	185.7	97.5	100.5	95.45
★ El Paso	219.5	105.2	108.5	25.70
Fort Worth	156.3	94.0	96.9	47.20
Galveston	104.9	91.0	93.8	7.13
Houston	182.2	94.9	97.8	103.80
★ Laredo	147.3	103.9	107.1	4.65
★ Lubbock	187.2	98.5	101.5	16.11
★ Port Arthur ...	188.9	106.8	110.1	9.68
★ San Angelo	161.9	100.8	103.9	7.69
★ San Antonio ...	162.9	98.9	102.0	50.83
Texarkana	131.0	94.6	97.5	5.32
★ Tyler	163.7	99.8	102.9	7.47
★ Waco	151.6	97.1	100.1	12.23
★ Wichita Falls ..	162.7	97.1	100.1	9.88

Utah

167.1 98.0 101.0 79.66

★ Ogden	158.8	100.8	103.9	9.05
★ Salt Lake City ..	188.9	98.7	101.8	34.04

Vermont

133.9 98.6 101.6 36.76

★ Burlington	138.6	99.2	102.3	5.38
★ Rutland	130.5	100.7	103.8	3.13

Virginia

166.4 95.8 98.8 303.26

Danville	127.2	92.2	95.1	5.47
Lynchburg	131.2	94.5	97.4	6.52
Newport News ..	133.7	95.9	98.9	7.97
Norfolk	162.3	94.8	97.7	30.90
★ Portsmouth ...	166.6	97.9	100.9	9.11
★ Richmond	137.7	97.7	100.7	35.88
★ Roanoke	139.7	102.8	106.0	12.99

Washington

145.7 95.6 98.6 265.67

★ Bellingham	111.8	99.5	102.6	4.06
★ Everett	139.3	98.1	101.1	6.46
★ Seattle	160.9	98.0	101.0	81.17
Spokane	150.2	94.7	97.6	24.43
Tacoma	140.4	90.9	93.7	19.71
★ Yakima	134.0	101.3	104.4	8.87

West Virginia

135.3 95.8 98.8 143.04

★ Charleston	146.8	99.6	102.7	16.79
★ Huntington	158.1	98.6	101.6	12.58
Wheeling	121.3	88.8	91.5	8.52

RETAIL SALES FORECAST

(S.M. Forecast for May, 1958)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1958	1958	1958	May
vs.	vs.	vs.	
1948	1957	1957	1958

Wisconsin

★ Appleton-Neeah-	145.1	97.8	100.8	383.29
Menasha	164.4	97.6	100.6	6.51
Beloit-Janesville	140.6	91.7	94.5	8.52
Green Bay	158.2	96.9	99.9	9.63
Kenosha	139.8	96.2	99.2	6.97
★ La Crosse	144.6	100.0	103.1	7.19
★ Madison	169.1	101.1	104.2	16.64
★ Milwaukee	149.6	100.2	103.3	96.58
Oshkosh	126.2	95.9	98.9	5.87
Racine	130.9	96.6	99.6	9.45
Sheboygan	133.2	95.4	98.3	5.69
★ Superior	128.8	97.2	100.2	3.72

Wyoming

Wyoming	153.9	105.0	108.2	39.15
★ Casper	210.2	105.1	108.3	6.75
★ Cheyenne	174.5	107.5	110.8	6.07

RETAIL SALES FORECAST

(S.M. Forecast for May, 1958)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1958	1958	1958	May
vs.	vs.	vs.	
1951	1957	1957	1958

CANADA

Canada	135.6	96.0	100.0	1262.60
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Alberta

Calgary	127.9	87.6	91.3	20.50
Edmonton	120.2	90.8	94.6	22.64

British Columbia

Vancouver	147.8	95.7	99.7	60.88
★ Victoria	179.8	116.5	121.4	14.66

Manitoba

★ Winnipeg	109.6	97.1	101.1	30.19
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New Brunswick

★ Saint John	147.3	105.8	110.2	7.29
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Nova Scotia

Halifax	119.7	93.3	97.2	10.65
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Ontario

Hamilton	119.7	95.4	99.4	24.37
★ London	131.6	99.0	103.1	14.74
★ Ottawa	112.2	97.7	101.8	20.75
★ Toronto	146.5	99.2	103.3	130.67
Windsor	101.8	87.4	91.0	11.84

Quebec

★ Montreal	139.8	96.4	100.4	126.44
Quebec	121.6	92.9	96.8	17.60

Saskatchewan

★ Regina	140.2	102.1	106.4	12.97
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Acco Products	84
Agency: LaPorte & Austin, Inc.	
Advertising Checking Bureau, Inc.	81
Agency: Harris & Bond, Inc.	
Aero Mayflower Transit Company, Inc.	52
Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.	
Altoona Mirror	109
American Credit Indemnity Company	58
Agency: Vansant, Dugdale & Company, Inc.	
American Photocopy Equipment Company	59
Agency: Irving J. Rosenblum & Associates, Inc.	
American Telephone & Telegraph Company (Long Lines)	24
Agency: N. W. Ayer & Son, Inc.	
Aviation Age	90-91
Agency: The Schuyler Hopper Company	
Bethlehem Globe-Times	109
Agency: Harvey B. Nelson Advertising	
Better Homes & Gardens	1
Agency: J. Walter Thompson Company	
Blidford Journal	106
Booth Michigan Newspapers	6
Agency: The Fred M. Randall Company	
Business Week	18-19
Agency: Royal & DeGuzman	
Chicago Tribune	4th Cover
Agency: Foote, Cone & Belding	
Chilton Company	47-48-49
Agency: Gray & Rogers	
Continental Air Lines, Inc.	64
Agency: J. Walter Thompson Company	
Copeland Displays, Inc.	76
Agency: Victor A. Bennett Company, Inc.	
Dartnell Corp.	80
Agency: Arthur C. Barnett Advertising	
Dell Publishing Company	5
Agency: Fuller & Smith & Ross Inc.	
Diamond-Gardner Corp.	53
Agency: Kircher, Helton & Collett, Inc.	
Dow Chemical Company	74-75
Agency: MacManus, John & Adams, Inc.	
Eastman Kodak Company	85
Agency: J. Walter Thompson Company	
Ecko Products Company (Premium Division)	87
Agency: Gordon and Hampstead, Inc.	
Elbe File & Binder Co., Inc.	110
Agency: Kenneth L. Nathanson Associates	
Elks Magazine	8
Agency: McCarthy Company	
Elyria Chronicle-Telegram	108
Ever Ready Label Corp.	110
Agency: Alan Goodman Advertising	
Exposition Press	110
Agency: Loewy-Stempel Advertising	
General Outdoor Advertising	2nd Cover
Agency: McCann-Erickson, Inc.	
Greensboro News-Record	65
Agency: Henry J. Kaufman Company	
Greyvan Lines, Inc.	63
Agency: Robert Conahay, Inc.	
Grit Publishing Company	43
Agency: Gray & Rogers	
Hamilton Watch Company	27
Agency: Beaumont, Heller & Sperling, Inc.	
C. S. Hammond & Company	97
Agency: Norman D. Waters & Associates	
Hospital Purchasing File, Inc.	78
Agency: F. D. Baker	
Industrial Distribution	101
Agency: Royal & DeGuzman	
Industrial Equipment News	7
Agency: Tracy, Kent & Company, Inc.	
Kem Plastic Playing Cards, Inc.	45
Life Magazine	32
Agency: Young & Rubicam, Inc.	
Little Falls Times	108

ADVERTISERS' INDEX

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Sales Management

ADVERTISING SALES

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Randy Brown, Jr.

SALES PROMOTION MANAGER

Philip L. Patterson

Asst. to Vice-President, Sales

Cecelia Santoro

ADV. SERVICE MANAGER

Madeleine Singleton

PRODUCTION MANAGER

Virginia New

DIVISION SALES MANAGERS

New York—W. E. Dunsby, Wm. McClenaghan, Charles J. Stillman, Jr., John C. Jones, Elliot Hague, Howard Terry, Robert B. Hicks, Dan Callanan, 386 Fourth Ave., New York 16, N. Y. Lexington 2-1760.

Chicago—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Vera Lindberg.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOodland 2-3612.

McCall's Magazine	21
Agency: Donahue & Co., Inc.	
McGraw Hill Publishing Company	28-29
Agency: Fuller & Smith & Ross, Inc.	
Market Forge	80
Agency: Silton Brothers, Callaway Inc.	
Marsteller, Rickard, Gobhardt & Reed, Inc.	79
Middletown Press	105
Minneapolis Star & Tribune	8
Agency: Batten, Barton, Durstine & Osborn, Inc.	
Moline Dispatch-Rock Island Argus	95
Agency: Clem T. Hanson Company	
Monsanto Chemical Company	66-67
Agency: Needham, Louis & Broby, Inc.	

NEC-Radio	41
Agency: Grey Advertising Agency, Inc.	
NEC-TV	54-55
Agency: Grey Advertising Agency, Inc.	
National Blank Book	86
Agency: Sutherland-Abbott Advertising	
National Van Lines, Inc.	2
Agency: Wade Advertising Agency	
Nation's Business	10-11
Agency: Grey & Rogers	
New London Day	105
Agency: Gordon Schonfarber & Associates Inc.	
Newport News	109
New York Herald Tribune	16
Agency: Donahue & Co., Inc.	
Earl Nightingale, Inc.	94
Agency: William R. Williams Company	
Norwich Bulletin	105

Orchids of Hawaii, Inc.	2
Agency: Jerry Goldstein Advertising	
Orlando Sentinel & Star	106
Agency: A. P. Phillips & Company	

Paper Trade Journal	69
Agency: The Schuyler Hopper Company	
Pittsburgh Post Gazette	73
Agency: Dublin Advertising, Inc.	
John Plain & Company	3rd Cover
Polaroid Corporation	99
Agency Doyle, Dane, Bernbach, Inc.	
Portland Press Herald Express	107
PowerCar Company	96
Agency: Douglas Milne Associates	
Purchasing	60-61
Agency: The Schuyler Hopper Company	

Ronald Press Company, The	9
Rotarian	72
Agency: Fuller & Smith & Ross, Inc.	

Sales Management	92-A-B-C-D
Sales Tools, Inc.	78
Agency: George F. Kohnke, Inc.	
Saturday Evening Post	22-23
Agency: Batten, Barton, Durstine & Osborn, Inc.	
Schell Leather Goods Company, Inc.	93
Agency: Strauchen & McKim Advertising	
Special Events Inc.	100
Agency: W. Hunter Snead	
Successful Farming	100
Agency: L. E. McGivern & Company, Inc.	
Stamford Advocate	105
Sweet's Catalog Service	30-31
Agency: Muller, Jordan & Herrick	

Tacoma News Tribune	4
Agency: The Condon Company	

Terodo Company	83
Agency: Flyer-Hoffman, Inc.	
Texlite, Inc.	82
Agency: Rogers & Smith Advertising Agency	
This Week Magazine	13
Agency: Earle Ludgin & Company	
Thomas Publishing Company	12
Agency: W. Hudson Advertising	
Time, Inc.	14-15
Agency: Young & Rubicam, Inc.	
Tri-Cities-Daily	108

United Air Lines	25-56
Agency: N. W. Ayer & Son, Inc.	

WDIA	3
Agency: Brick Muller & Associates	
WHO	89
Agency: Doe Anderson Advertising Agency	
WPTF-Radio	26
Agency: C. Knox Massey & Associates	
Wall Street Journal	70-71
Agency: Martin K. Speckter Associates	
Woonsocket Call	109
Agency: Gordon Schonfarber & Associates, Inc.	

TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

Practice

The current inverted boom—as many media, among others, and busy pointing out—may be reverted by more advertising. But do media practice the preaching?

Ed Von Tress brings this to mind by mentioning that Curtis Publishing's 1958 expenditures, for both promotion and capital facilities, are records. A rather spotty check reveals more practicing:

McGraw-Hill's overall promotion budget for 1958, says Walt Persson, is 10% higher. . . Though *Reader's Digest* has no fixed budget, an executive reports that investments in both circ. and advg. promotion will be "substantially more," with two major campaigns now being readied. . . Homer Smith points out that *Parade* spent "considerably more" in first quarter and will continue at that rate. (All widely distributed newspaper magazines, in fact, have increased advertising revenue this year—and have more to crow about.)

ABC-TV's "Get Age" campaign (on the younger and larger families in its audience) is lifting second-quarter expenditures "way up" from a year ago, says Dean Linger. This is the first time the network has started to tell "a consistent story."

By the way, *SM's* first-quarter efforts rose 15%.

Leisure

The economic dip, however, is causing more media to watch their semantics. *Holiday*, for instance, is playing down the word "leisure." . . On the other hand, *Esquire's* 25th birthday issue this fall will be "rededicated to the enjoyment of the new arts of leisure!"

Vive!

Though some of the breeze is gone from the unit air-conditioning market, U. V. (Bing) Muscio emphasizes that Fedders-Quigan still intends to take 1,800 top-selling dealers to Cannes this fall. (In magazines the French Government Tourist Bureau says, in effect, "Vive le Fedders!") Counting the 2,000 easier-quota dealers who will go to Jamaica, Fedders' incentive costs will exceed those for the 5,800 who flew to Nassau last fall. . . Fedders has strengthened its No. 1 position in unit a-c's.

Suds

Beer was here before baseball, and Brooklyn's Schaefer has learned to make out without those migrant Bums. In 1957 Schaefer sold more beer than ever, and this year is spending more for advertising—some \$6 million.

That \$600,000 annual tab for Dodger telecasts is now buying more TV and radio spots, more station posters, Sunday supplements, etc. John Nemish shows that the increases obtain in the NY met area as well as across

13 states and D. C., and various of the Caribbean islands.

Rival Ruppert, minus the Giants, now schedules more media. Ballantine is still tied by TV to a team called the Yankees.

Juice

Westinghouse's Mark Cresap tells stockholders that its advertising bill this year will climb to \$38 million. Thus, promotionally, Westinghouse reestablishes its proverbial 1-to-2 ratio with G-E, which now spends \$75 million. Sales of the two last year—both records—were \$2 billion and \$4.3 billion.

ABP reports that in 1957 G-E continued No. 1 among business-publication users. But while G-E expenditures declined by \$476,000 to \$4,090,000, Westinghouse raised its b.p. ante by \$595,000 to \$1,640,000.

By the way, G-E's Charles St. Thomas heads the Steering Committee to transform NIAA into an International Society for Industrial Marketing. One activity: "The continued exposure" of the new ISIM to company-prospects "via the business press."

Bloom

The print boys are trying extra hard to rub the bloom off TV. BofA's Charlie Lipscomb tells cosmeticians that TV has "lost its schoolgirl complexion." In the *NY World-Telegram & Sun*, Bob Morgan cites 16 large advertisers who "have cut out TV partly or altogether."

Lincoln parts with Ed Sullivan and DeSoto with Groucho Marx. *But* both shows continue under other sponsors. And despite all the motor-makers' maladies, Dodge and Plymouth will be back with Lawrence Welk next fall, and the Chevy show runs all summer.

Sure there's some switching. However, network and spot TV continue to draw more dollars than ever. And TV's Harvey Spiegel shows that the average daytime and evening TV advertiser this year reach, respectively, 19% and 9% more homes than a year ago.

Birthday

In an interesting 90th birthday interview with Ernest Elmo Calkins, Carl Spielvogel of the *NY Times* omitted the fact that Calkins, in 1926, sired the first "advertising news" column.

Winner of a Harvard award for distinguished service to advertising, erudite, white-bearded, soft-spoken Calkins was pictured in the papers under such captions as "Champion Ad Man"—as if he were welter-weight king of something. He tried to persuade Adolph S. Ochs to get a reporter on the *Times* who could treat advertising people with some knowledge and restraint. When Ochs declined, Calkins persuaded Cyrus H. K. Curtis to do it on his *New York Evening Post*.

I was hired. In those days nearly everyone in advertising, especially the agencies, played close and mum. Few p.r. men (except Ivy Lee and Ed Bernays) were around to help spread the news. Filling a column 13½ ems wide every day was like spitting in the Grand Canyon.

Happy birthday, Mr. Calkins!



Just out . . . has 94 "wide screen" colorful pages; contains the 1500 most wanted items of merchandise; opens flat to 8½ x 22 inches.

Many of the nation's largest users of incentive prizes (as well as thousands of lesser known companies) look to John Plain for their promotional programs. John Plain creates the plans, produces the literature and supplies the merchandise prizes.

May we send you a sample copy of our 1958 Incentive Catalog? We welcome the opportunity to discuss your incentive problems and suggest plans for their solution. We will be happy to have you call in person, write, phone or use the coupon.

JOHN PLAIN & COMPANY

IN STOCK: 14,000 gifts, homewares, items of apparel and imported foods

CAPACITY: 20,000 orders a day, 60 carloads a week, 2½ hour service

Please address:

Premium and Incentive Division
JOHN PLAIN & COMPANY,
444 W. WASHINGTON ST.,
CHICAGO 6

Premium and Incentive Division

JOHN PLAIN & COMPANY
444 W. Washington St., Chicago 6

I am interested in an incentive program. Send me a sample copy of your new Incentive Catalog.

Firm _____

Address _____ Phone No. _____

City _____ Zone _____ State _____

Attention of _____



Who put the toothpaste in Mrs. Babington's bathroom cabinet?

Mrs. Babington is a typical Chicago suburban housewife. A look into her bathroom cabinet would tell you whose toothpaste she buys—and something about other brand positions in this market. *But not enough!*

To keep you fully informed on the brand preferences of Chicago and suburban families, the Tribune conducts a continuing study of their buying, and issues bimonthly reports of purchases.

Why does the Tribune go to all the trouble and expense of compiling this information?

Because the Chicago market is different. And the Tribune makes it its business to know how and why it is different.

The Chicago Tribune is a different kind of selling force, too. It has more readers. Carries more advertising. And makes more sales in the Chicago market than any other medium.

Chicago really takes the Tribune to heart. Some people praise it. Others berate it. But almost no one is indifferent to it.

In Chicago and suburbs, the Tribune reaches as many people as the seven top weekly national magazines combined! More than 6 times as many Chicagoans read it as turn on the average evening TV show. And 5 out of every 10 advertising dollars spent in Chicago's four newspapers go into the Tribune.

The Tribune can do almost anything in Chicago